LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Committee: **CABINET**

Date: **TUESDAY, 3 JUNE 2025**

Venue: **MORECAMBE TOWN HALL**

Time: **6.00 P.M.**

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. Meetings are livestreamed please click HERE to access the meeting via Teams.

A G E N D A

1. **Apologies**

2. **Minutes**

   To receive as a correct record the minutes of Cabinet held on Tuesday, 20 May 2025 (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.

6. **Reports from Overview and Scrutiny**

None.

Reports

7. **Projects and Performance Quarter 4 - 2024-25** (Pages 4 - 15)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

8. **Strategic Risk Register** (Pages 16 - 33)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

9. **Appointments to Outside Bodies** (Pages 34 - 36)

(Cabinet Member with Special Responsibility Councillor Caroline Jackson)

Report of Chief Executive

10. **Lancaster City Centre Car Parking Portfolio Improvements - Design Development, Planning and Implementation** (Pages 37 - 49)

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth (report published on 29.5.25)

11. **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.

12. **Public Sector Decarbonisation Scheme 3c** (Pages 50 - 58)

(Cabinet Member with Special Responsibility Councillor Riches)

Report of Chief Officer – Planning and Climate Change (report published on 29.5.25)

13. **Canal Quarter Regeneration Phase III (Heron Works) - Progressing Development Design, Planning Approval, and Delivery** (Pages 59 - 95)

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth (report published on 29.5.25)

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Caroline Jackson (Chair), Peter Jackson, Martin Bottoms, Tim Hamilton-Cox, Paul Hart, Sally Maddocks, Sam Riches, Sue Tyldesley and Nick Wilkinson

(ii) Queries regarding this Agenda

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

(iii) Changes to Membership, substitutions or 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 FRIDAY 23 MAY, 2025.

CABINET

Projects and Performance: Q4 2024-25
03 June 2025

Report of Chief Executive

PURPOSE OF REPORT					
To provide members with an update on corporate performance and strategic projects during quarter four of 2024 - 25 (January to March 2025).					
Key Decision	**N**	**Non-Key Decision**		**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	N/A				
This report is public					

RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

That Cabinet

(1) Consider the update on Projects and Performance for Quarter 4 2024/25.

1.0 INTRODUCTION

1.1 The primary purpose of this report is to present information relating to the council's strategic projects and key performance indicators for the period January to March 2025, which can be found within the appendices.

2.0 PERFORMANCE REPORTING

2.1 Guidance on how to read appendix A.

2.1.1 The majority of indicators should be compared to the previous quarter. Those marked with an asterisk comparing to the like quarter from the previous year is advised.
2.1.2 Some measures have targets. There are shown on the appropriate charts using an orange-coloured line.
2.1.3 The comments provided by Key Performance Indicator (KPI) owners give further explanation on each indicator.
2.1.4 Within the 'Comments' column it is either marked 'Low is good' or 'High is good'. This is included to guide the reader on the preferred direction of travel.
2.1.5 Due to delays in the availability of the data, some measures report one quarter behind. These are clearly marked.
2.1.6 The majority of the Council's annual key performance indicators are included in this report.

2.2 Summary of key changes in performance report.

2.2.1 Percentage of minor planning applications determined within 8 weeks or agreed

time. Performance has fallen as explained in the comments. The drop in performance is expected to be temporary.

2.2.2 Percentage of other planning applications determined within 8 weeks or agreed time. As above, there is a fall thought to be related to the changes in policy. The national target is 70%, so the figures are still well above this.

2.2.3 Annual number of volunteer groups supporting parks and open spaces. There are 10 additional volunteer groups this year, which is positive.

2.2.4 Occupancy rates for commercial properties. The occupancy rate remains high although there has been a slight reduction on the previous quarter. The Estates team are actively progressing deals which will translate into improved figures going forward.

3.0 STRATEGIC PROJECT REPORTING

3.1 Guidance on how to read appendix B.

3.1.1 The Programmes and Projects highlight report shows a short narrative and "Red – Amber – Green" status updates for three elements of the project, these being Plan, Cost and Scope.

3.1.2 The 'Update' column shows a summary of the projects progress over the last quarter. Where projects are 'on hold' a short explanation as to why the project has this status is included.

3.1.3 The 'Updated' column shows the date when the update was received. This is included as some projects progress quickly, so it is useful to understand when the update (a snapshot of progress) was taken.

3.2 Key points on the progress of strategic projects.

3.2.1 Eleven projects have provided full update reports. Of these:

3.2.2 Five are reporting 'amber' (minor) delays with the progress of their project plans.

3.2.3 Four are reporting 'amber' (minor) deviations to the cost of the project.

3.2.4 Three are reporting 'amber' (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.

3.2.5 Three projects have recently closed. Further information on each of these will be provided in future reports.

3.2.6 All other statuses are either green or have not been able to provide an update this quarter.

RELATIONSHIP TO POLICY FRAMEWORK Monitoring of strategic projects and key performance indicators provides a link between the Council Plan 24-27 by providing progress updates.
CONCLUSION OF IMPACT ASSESSMENT **(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)** None directly identifiable, due to the high-level nature of this report.
LEGAL IMPLICATIONS There are no legal implications directly arising.
FINANCIAL IMPLICATIONS There are no financial implications directly arising.
OTHER RESOURCE IMPLICATIONS **Human Resources / Information Services / Property / Open Spaces:**

There are no further implications directly arising.
SECTION 151 OFFICER'S COMMENTS The Section 151 officer has been consulted and has no further comments
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS None.	**Contact Officers:** Claire Dubelbeis, Projects and Performance Manager **Telephone:** 01524 582505 **E-mail:** cdubelbeis@lancaster.gov.uk **Ref:**

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

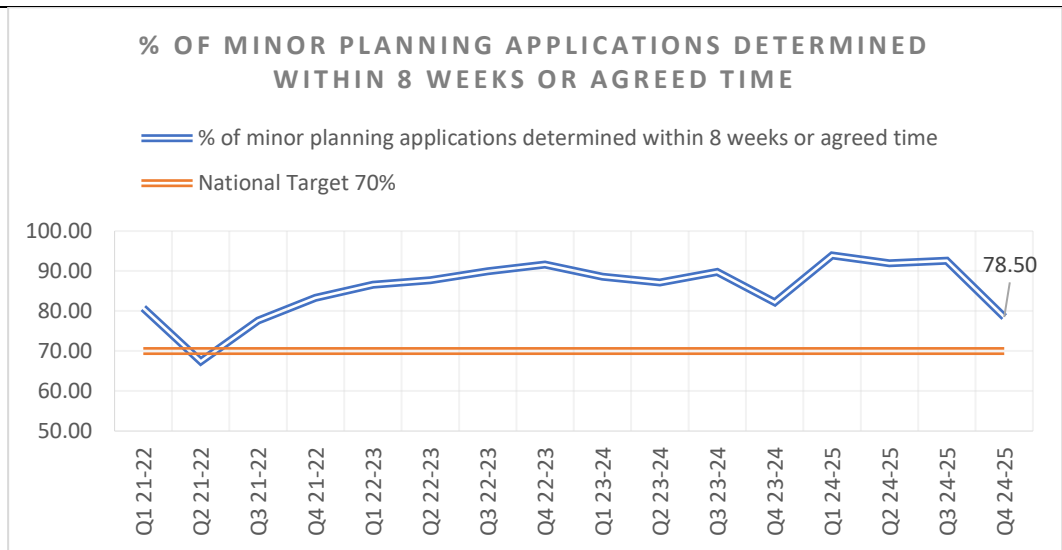
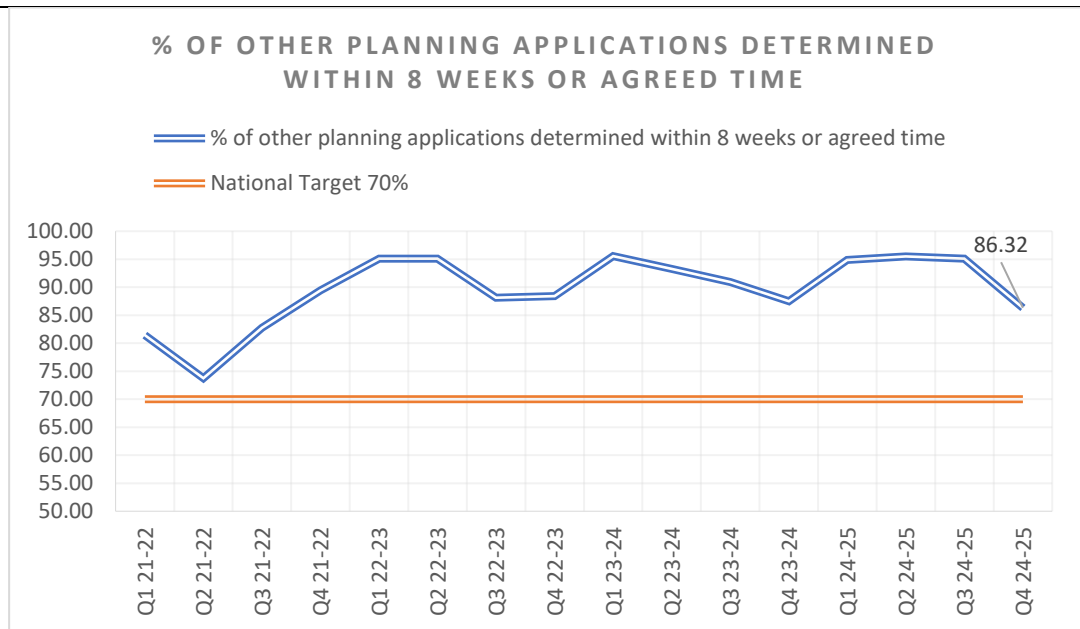
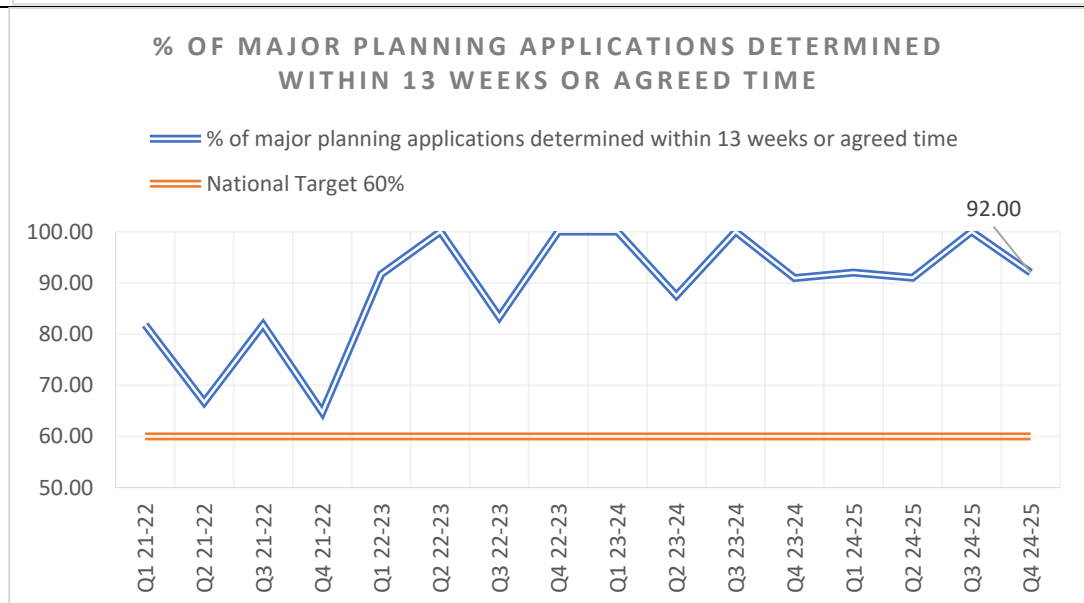
Corporate Performance updates
31st March 2025 (Q4)

Council Priorities Key

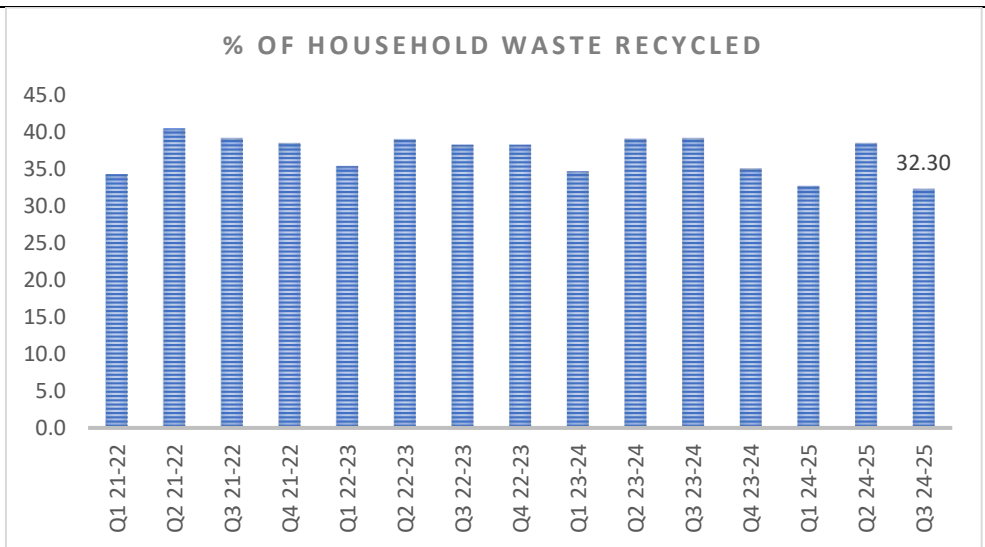
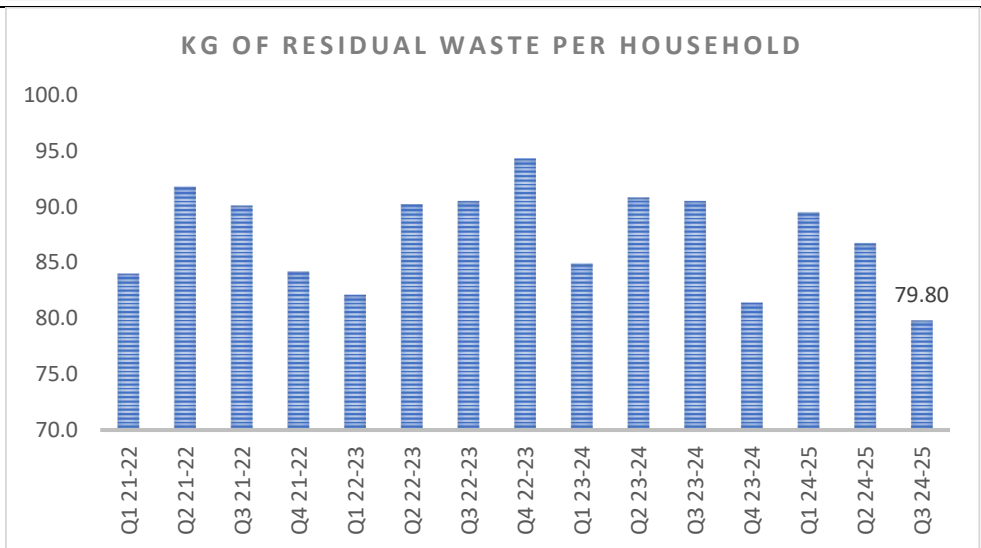
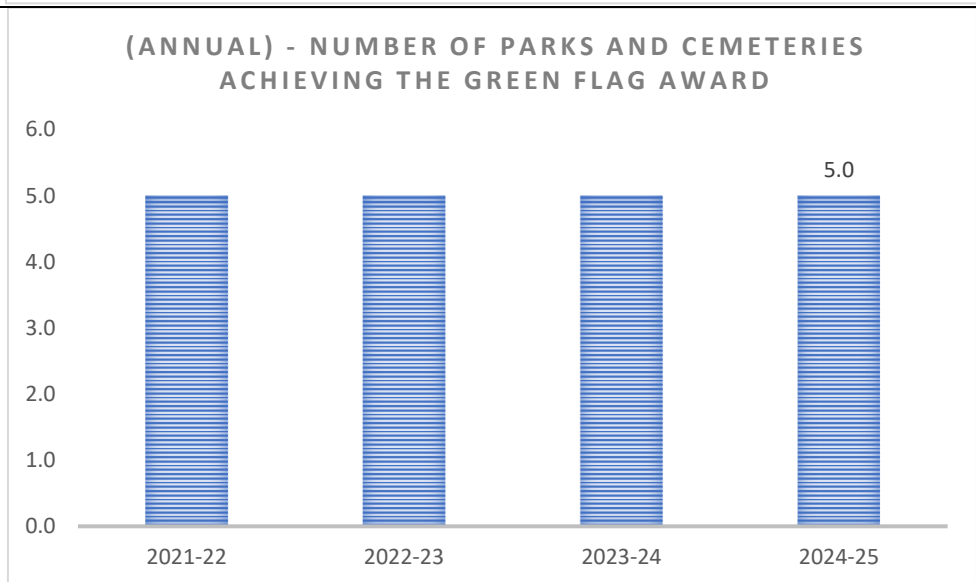
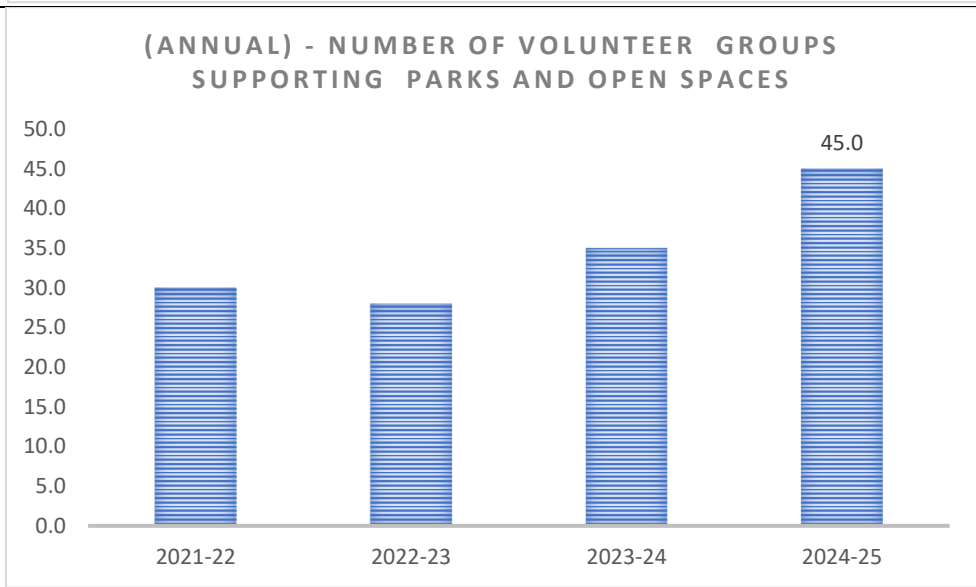
I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

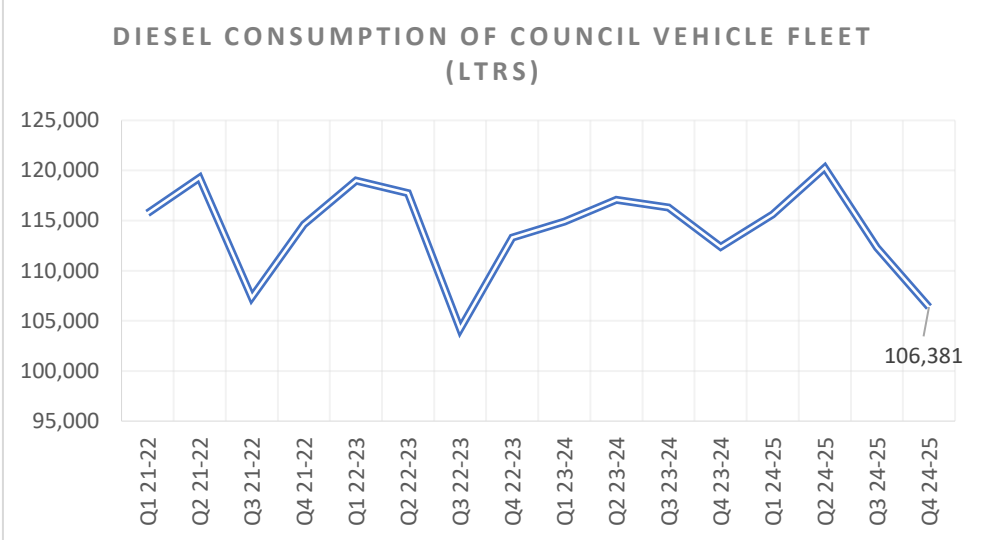
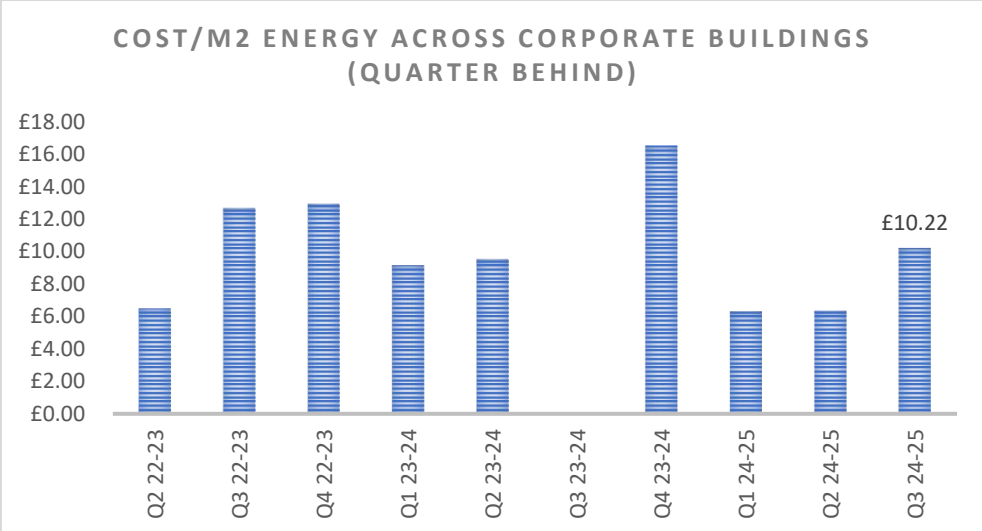
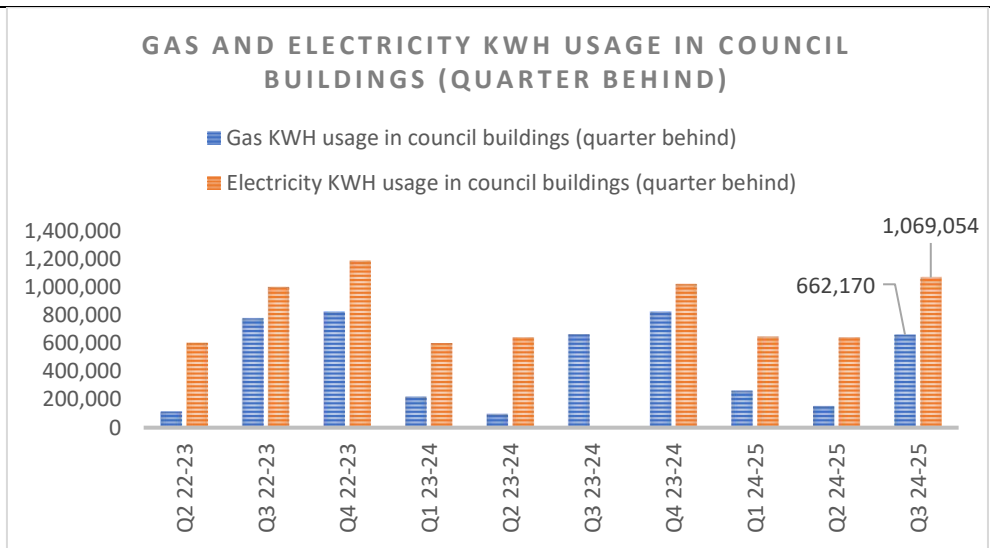
Measures marked with a * are usually compared to the same quarter from the previous year.

An Inclusive and Prosperous Local Economy (Economy)

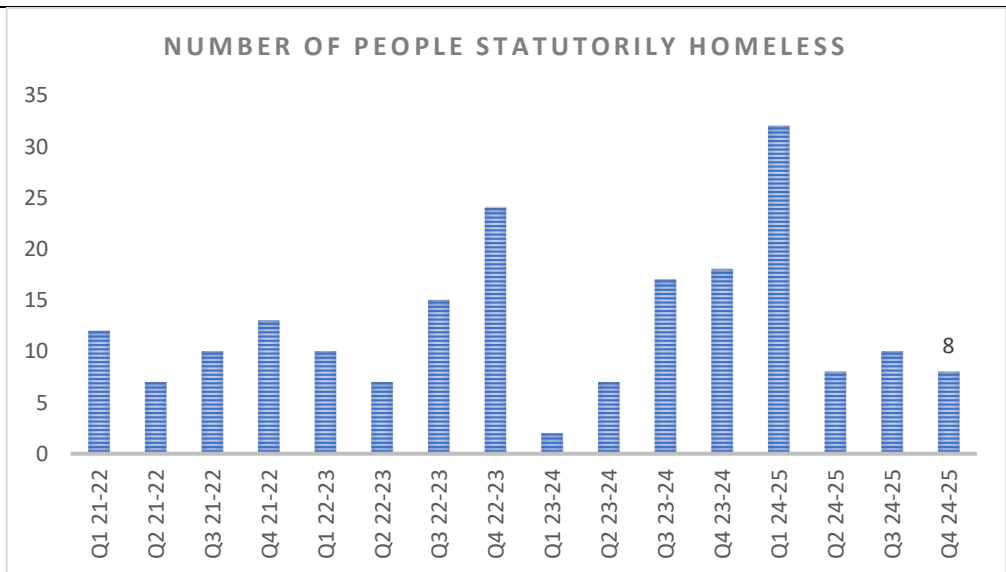
Priority	KPI Measure and Direction of Travel	Comments provided by KPI Owners
I		Performance appears to have fallen significantly in respect of minor applications compared to the last quarter; however, the period has coincided with the adoption of the LPA's Climate Emergency Development Plan Review at the end of January 2025. The stringent policies have challenged developers and where additional information has been required, Officers have had to request further information on all applications. A small number of local agents have also confirmed during this period that where an application is to be refused, they will not work with the LPA and agree extensions of time, as a matter of course. With a lower number of overall applications submitted, the actions of a small number of agents on a small number of applications, has had a significant impact upon the performance figures of the minor applications. The LPA is working hard with all agents to help them improve the quality of their submissions and implement the adopted local planning policies and it is considered that this performance drop is a temporary concern. **High is good**
I		Again, there is a fall in the number of applications determined in time. The performance drop here can also be understood due to the changes in policy and the reduced number of applications received and the impact that a small number of out of time applications without agreed extensions of time can have. The performance is still good however, and the quality of the decisions is still considered to be high, especially when viewed in light of the number of appeals that have been dismissed. The appeal success rate reflects both Minor and Other apps and the quality of work that is carried out by the LPA. **High is good**
I		Although down on last quarter from 100%, the lower number of applications received and determined has contributed to this statistical drop in performance. With a fall in the number of applications received, Officers have tried to move forward historic major applications that had become stuck due to further information being required due to local and national policy changes. Although down, performance is still considered to be very good and in line with the national averages. **High is good**

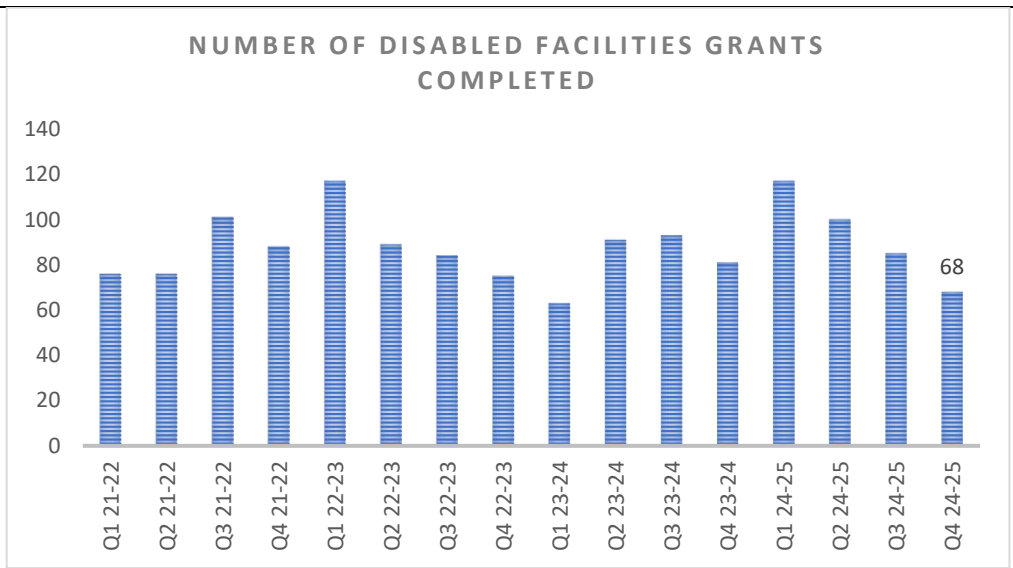
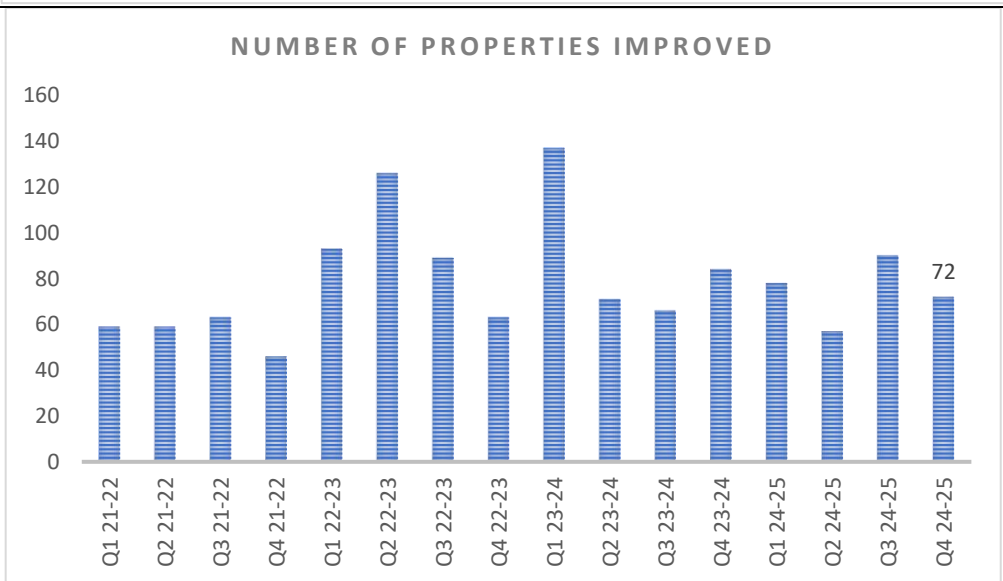
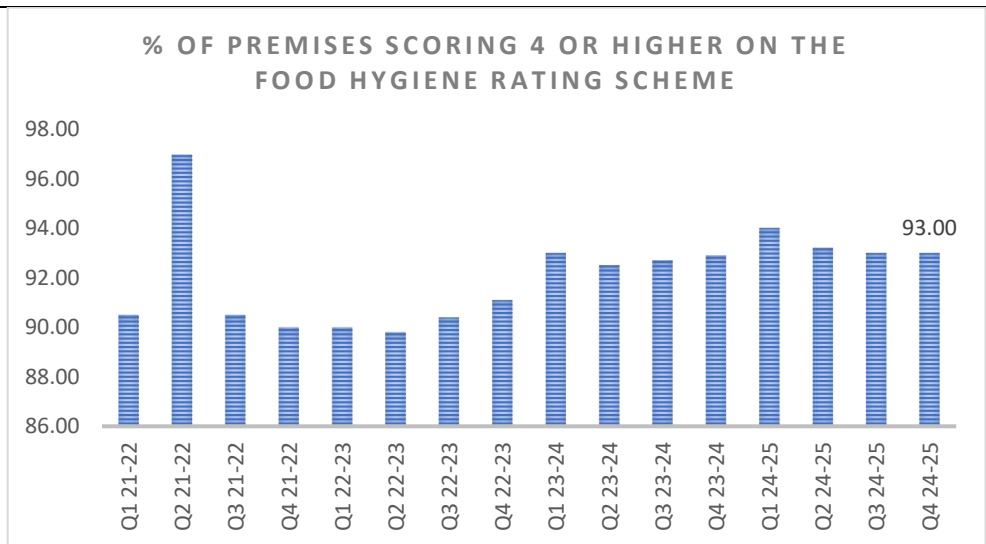
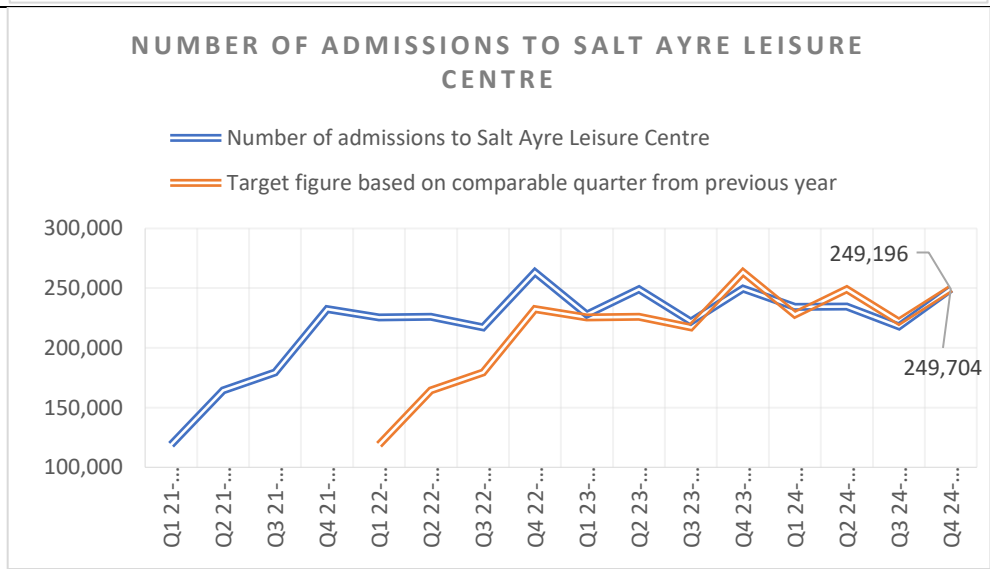
A Sustainable District (Environmental)

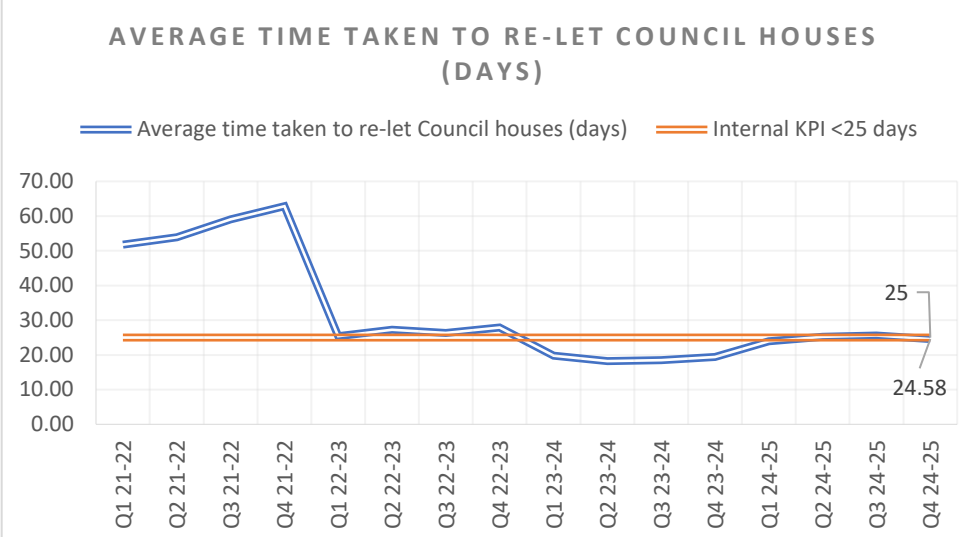
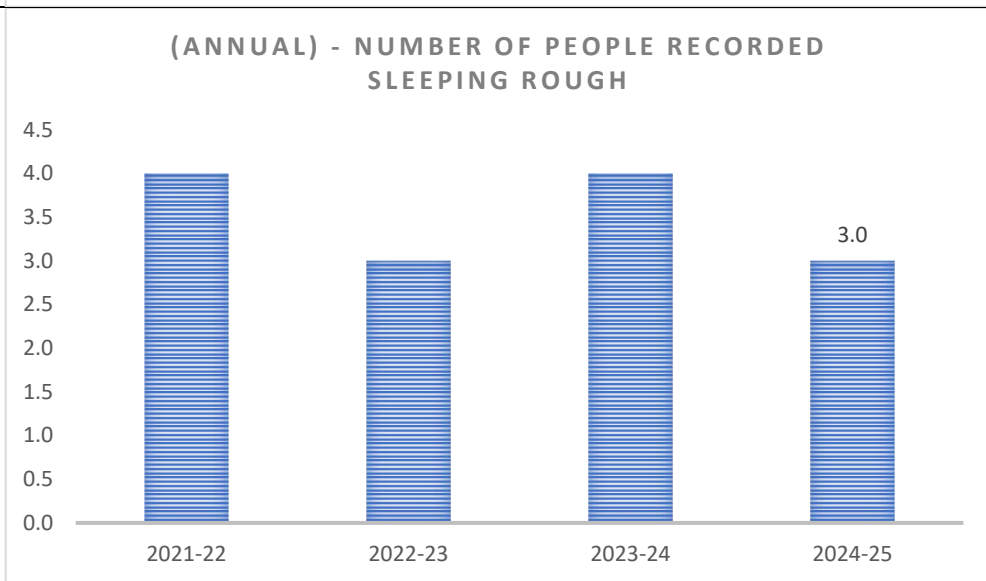
Priority	Measure and Direction of Travel	Comments
S		The graph represents the correct figures for each quarter. However, there is a delay in receiving the data from Lancashire County Council, so they are reported on a quarter behind. **High is good**
S		The graph represents the correct figures for each quarter. However, there is a delay in receiving the data from Lancashire County Council, so they are reported on a quarter behind. **Low is good**
		In 2024-25, 5 awards were retained which aligns to the previous year. The green flag scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the UK. **High is good**
		The performance has significantly increased from the previous year, with an increase of 10 volunteer groups. This increase has been achieved due to additional litter picking groups being established which is linked with the increased awareness raised through social media. Volunteers are a vital asset to parks, enabling them to function more efficiently while connecting communities to nature. The ways in which volunteers help can include litter picking, planting and raising funds for playground renovations. They also strengthen community engagement, fostering a sense of ownership and responsibility within the community. **High is good**

	S				No comment available. **Low is good**
	S				Energy consumption has slightly increased on 2023/24 figures, but energy costs have decreased over the same period. Further analysis would be required to check for reasons for consumption increase. The graph represents the correct data for each quarter, but the measure is reported on a quarter behind. **Low is good**
	S				Comparison with same period from previous year shows consumption of gas has seen a slight decrease. Comparison with same period from previous year shows consumption of electricity has seen a slight increase. Further analysis of both measures would be required to determine the cause for this change. The graph represents the correct data for each quarter, but the measure is reported on a quarter behind. **Low is good**

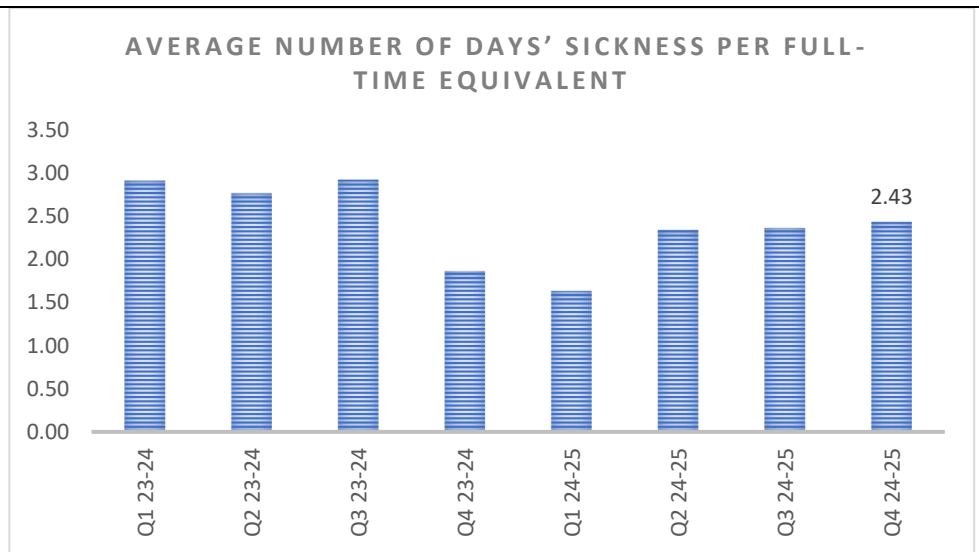
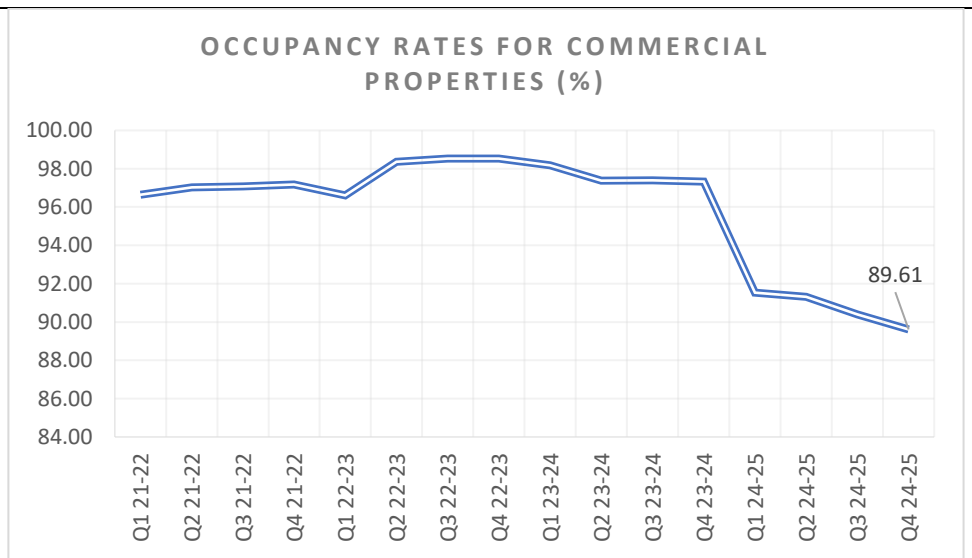
Healthy & Happy Communities (Social)

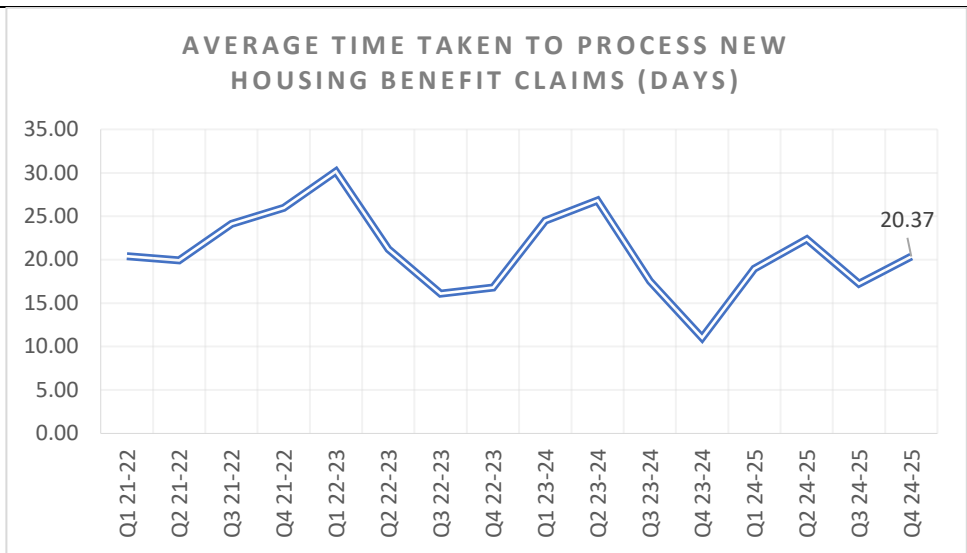
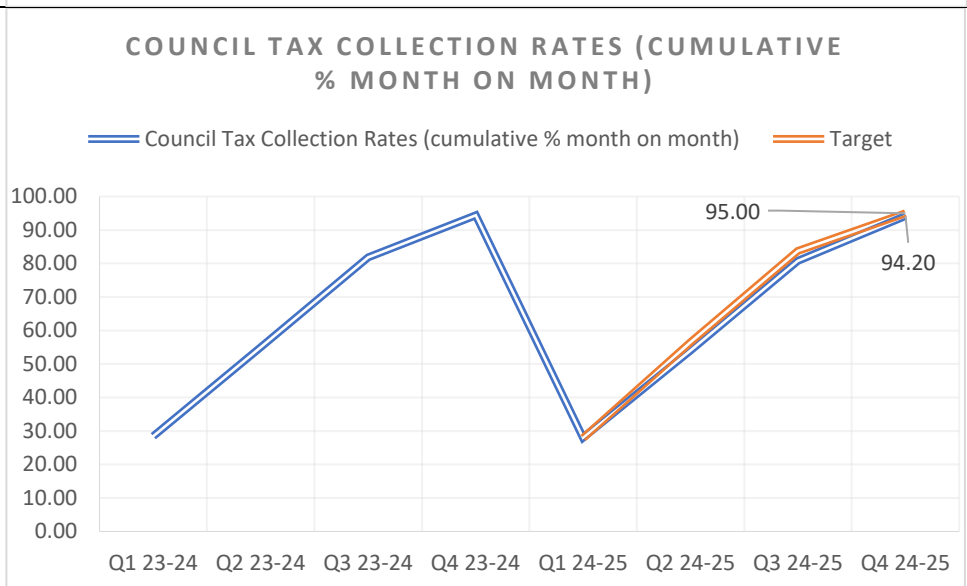
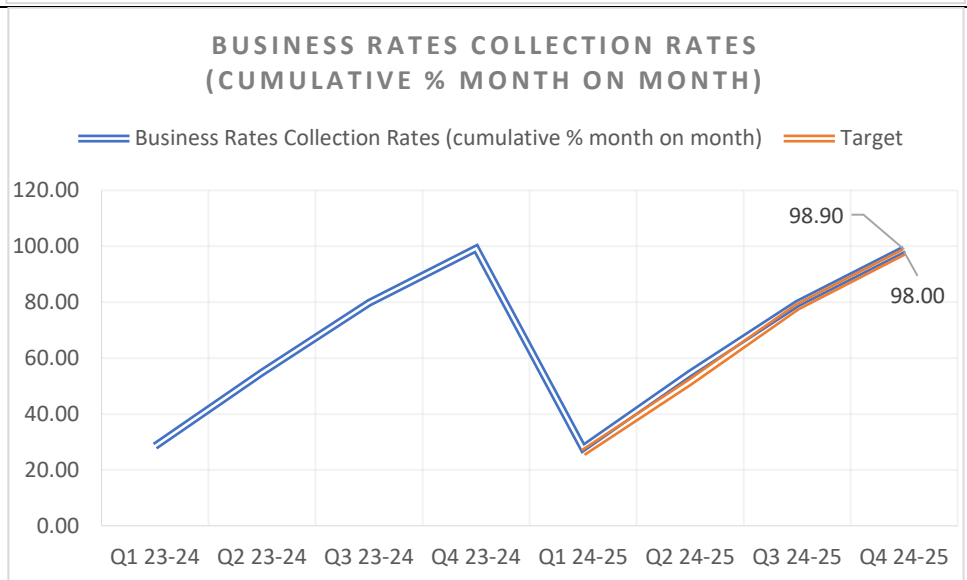
Priority				Measure and Direction of Travel	Comments
		H			There were 8 re-housing duties where the Council owed a full rehousing duty in Quarter 4 which is a slight reduction from the previous quarter. In addition, the Council separately made 6 intentionally homeless decision, 31 non-priority homeless decisions and one decision where the applicant was not homeless in the quarter. **Low is good**

		H			370 grants were completed in 24/25 with a total spend of £2,516,067. The average completed grant including fees was £6,757.00, well below the national average. The 24/25 grant allocation was £2,338,873 with an additional allocation of £321,829 received in February 25. Any unspent allocation is carried forward and added to the 25/26 grant allocation, which has been confirmed at the same level as 24/25. **High is good**
		H			Damp, mould and excess cold continue to be the most common complaints. The creation of an online process for HMO licensing applications was completed in this quarter and we are still waiting for legislative changes. **High is good**
I		H			93% of premises scored 4 or higher but there were 98% of premises that scored 3 or higher which is considered generally satisfactory. Note - 3* = satisfactory, 4* = good **High is good**
		H			Year on year figures are similar with a small decrease in Q4. Whilst some areas are performing well, swimming enrolments are slightly down due to shortage of teachers and will have contributed to the negligible reduction. This is being addressed through training and recruitment processes. **High is good**

		H				Performance meets our internal target of 25 days for standard relet times. **Low is good**
		H				The annual number of people recorded sleeping rough for 24-25 is 3 people. This is based on the most recent monthly snapshot that was recorded on 28th March. As Lancaster City Council receive rough sleeper initiative funding there is a requirement to carry out a monthly rough sleeper count and submit this to central Government each month. The figures fluctuate during the course of each month, but an internal figure of 2.0 people is set. This target may not be deemed achievable due to the current housing crisis. **Low is good**

A Co-operative, Kind and Responsible Council (Governance)

Priority				Measure and Direction of Travel	Comments
			R		The average for Q4 is slightly higher than that for Q3 (0.09 difference) - there has been a decrease in days lost due to mental health/stress-related sickness, but an increase in days lost due to coughs/colds/viruses/chest infections which have been mainly short-term and are more prominent in Q4 which crosses the winter period. There has also been an increase in the number of new long-term sickness cases, although the majority of these have now returned to work. Musculoskeletal-related sickness remains high compared to Q4 last year, with progress/returns to work limited by increasingly long NHS waiting times for treatment/specialist appointments/surgery. The Council pays for 4 sessions with a local physiotherapist for employees where this would help them to return to work or reduce the likelihood that they will be off work. **Low is good**
			R		The occupancy rate remains high although there has been a slight reduction on the last quarter's figures. This relates to 2 further tenants vacating premises on lease expiry and further commercial space coming back on to programme. The Estates team are actively progressing deals on the majority of LCC's void commercial space which will translate into improved figures going forward. **High is good**

		H	R				No comment available. **Low is good**
		H	R				No comment available. Annual target for collection rate is 95% **High is good**
		H	R				No comment available. Annual target for collection rate is 98% **High is good**

LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Corporate programmes and projects updates – 31st March 2025 (Q4)

Priorities Key

I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

Status Key – Projects

R	Red – The project has experienced some major issues. Plan – the go-live date has slipped, Cost – over or under budget by more than 20%, Scope – several of the expected benefits may not be realised.	C	Complete or Closed
A	Amber – The project has experienced some issues. Plan – has slipped but won't affect go-live date, Cost – over or under budget by less than 20%, Scope – one or more benefits may not be realised.	N	Not Started
G	Green – The project is on track (within the project tolerance)	H	On hold
X	No data available / data not requested due to stage	* Projects in the Concept stage will not usually have updates	

An Inclusive and Prosperous Local Economy (Economy)

Priority				Project Name	Update	Due Date ** = To be confirmed	Stage	Updated	Status		
									Plan	Cost	Scope
I				Heritage Action Project	Grants to the supported projects are being paid until the end of Q4 24/25.	Q4 24/25	Complete	**N/A**	C	C	C
I	S			Canal Quarter Phase 3 (part of Canal Quarter programme)	Officers continue to develop options for temporary surface parking, permanent additional parking, and long-term parking solutions to mitigate concerns around potential loss of car parking sites on Canal Quarter. Depending on the outcome of this work there may be implications on the timing for subsequent progress of releasing land for housing development.	Phase 3 – Q3 26/27 Phase 4 – Q3 26/27 Phase 5 – Q1 28/29	Delivery	**15/04/25**	G	G	G
I	S			Our Future Coast	Update report to follow.	** Q1 27/28	Delivery	**N/A**	X	X	X
I				Fair Work Charter	Slight changes have been made to the Fair Work Charter to reflect queries raised by stakeholders and the current economic climate. This has been presented to Portfolio Holders for comments. Two versions of the charter to be prepared with contemporaneous amendments and the steering group, including Cllr Wood, to meet to agree a final version. The steering group meeting will be arranged mid-May 2025.	** Q1 25/26	Delivery	**25/04/25**	G	G	G
I				1 Lodge Street Urgent Structural Repairs	Works this quarter focused on internal structural adjustments and the first fix of joinery to the ground floor to create the layout of the front of house, recording and rehearsal spaces (Phase 2aa). Considerable effort was made by various parties to ensure that the second instalment of UKSPF funds were fully utilised in time. Demolition work to the outrigger and the Coach House completed. Site clearance and final making good of the site remains underway but is partly constrained by essential drainage works required by Lancaster Musician's Co-operative which cannot be undertaken until the summer.	Q3 27/28	Delivery	**28/04/25**	A	A	A
I		H		Centenary House (formerly reported on as Morecambe Co-op Building Renovation)	The removal of accessible asbestos from the building and a soft strip has enabled a series of structural surveys, invasive surveys and materials testing to be completed. These clarify identified issues in the Defects Schedule and inform the next phase of works.	Q1 26/27	Delivery	**28/04/25**	A	A	G
I			R	Frontierland	The Competitive Dialogue Procurement for the former Frontierland site is live. The initial Selection Questionnaire stage closed to tenderers at the end of January. The tenderers with the most competitive SQ submissions have been selected to participate in the next stage of the Competitive Dialogue Procurement. In March the Introductory Dialogue session with the tenderers.	Current phase – Q1 25/26	Delivery	**28/04/25**	G	A	G
I				Heysham Gateway	A Pre-Planning Application has been submitted, and meetings have been held with city council planning officers and will continue to move through the formal protocol. Subject to securing additional funding from County Council and City Council, the proposal should move forward to full planning application and approval in the new year. However, no resources have been identified to date. The project may move to a market-based offer process and / or procurement to investigate whether a developer/investor partner can be secured to take the proposal further. Main Imperial Road site has been included in a national Government call for Artificial Intelligence Growth Zone led by Lancaster University.	Current phase – Q1 25/26	Detailed Design	**15/04/25**	A	A	A
I		H		Canal Quarter - Coopers Field	Coopers Field is inherently dependant on the outcome of the emerging car parking strategy, and until this is completed, further project work has been paused. Notwithstanding these options for identifying a partner to support bringing forward new housing are being considered and this will be presented to Cabinet in late Spring / early summer. This project will be led by Regeneration Team.	On hold	On hold	**05/05/25**	H	H	H
I		H		Eden Project Morecambe	Work has been progressing on the new design to cost programme, approval. Modelling shows the project is still viable and approval will be sought at the April Board meeting.	** Q2 28/29	Detailed Design	**29/04/25**	X	G	A
I	S			Lune Flood Protection, Caton Road	Update report to follow.	Unknown, due to discussion with developer	Feasibility	**N/A**	X	X	X

I		H		Williamson Park (Café and Play Development)	OBR working group has commenced and have reviewed the Alliance Leisure RIBA S1 business case which reports a turn key project at £3.2M investment. Local architects Harrison Pitt have been engaged to undertake a piece of work to look at a deliverable scheme to RIBA S1 that could include different sites or structures which will assist the group in looking at cost benefit analysis and affordability. Operational Teams are working on temporary catering offer for the summer period given the decision to close the cafe in the long term. Discussions have taken place with Property Services in order to undertake the procurement exercise for demolition in order to understand the cost of removing the current structures.	Unknown due to current stage.	Feasibility	**18/04/25**	**X**	**X**	**X**

				A Sustainable District (Environmental)							
Priority				**Project Name**	**Update**	**Due Date**	**Stage**	**Updated**	**Status**		
									Plan	**Cost**	**Scope**
	S			Burrow Beck Solar Farm (part of Carbon Neutral Programme)	Landscape preparation work was completed over winter. This includes hedge laying, coppicing and stock fencing. Focus has been on preparing the site for construction and simplifying the build for a contractor to improve the attractiveness pre-tender. An update to the layout design was needed, which required approval at Planning Regulatory Committee. Reports were also prepared and submitted at the same time to deal with pre-commencement planning conditions. These have included: *Construction Traffic Management Plans, Habitat Management and Monitoring Plans, Drainage Designs, Archaeology, Contaminated Land Assessment, Glint and Glare and Arboricultural Method Statements etc.* This approach has created a "build ready site," led to a successful procurement outcome and helped deliver a significant capital saving.	Q2 25/26 (Nov 25)	Delivery	**12/05/25**	**G**	**G**	**G**
				Public Sector Decarbonisation Scheme Phase 3c (part of Carbon Neutral Programme)	Update report to follow.	Q4 25/26 (Mar 26)	Detailed Design	**07/05/25**	**A**	**G**	**A**
	~~S~~			Roof Mounted Solar Array – Gateway, White Lund (part of Carbon Neutral Programme)	Detailed designs for the solar PV have been completed. Designs were optimised to reduce shading and avoid covering the skylights. As a result, the system size reduced from 982kWp to 782kWp. Commercials and ROI remain positive. To deliver economies of scale, the project has been packaged together with a much larger solar project at Burrow Beck, helping deliver a capital underspend. Instillation is scheduled for 25/26 with the larger project taking priority.	** Q4 25/26 (Mar 26)	Detailed Design	**12/05/25**	**G**	**G**	**G**

				Healthy & Happy Communities (Social)							
Priority				**Project Name**	**Update**	**Due Date**	**Stage**	**Updated**	**Status**		
									Plan	**Cost**	**Scope**
	S	H		My Mainway (part of Homes Programme)	Full planning permission for 135 new Council dwellings (93 apartments and 42 terraced houses) on the former Skerton High School (SHS) site was granted in December and the attached planning conditions sign off. The successful planning application achieves a major project milestone and marks the transition of the scheme from design brief to a deliverable construction project once funding is secured. Business cases for bringing forward new housing exist and have been presented to CAG, these are being further developed to align more closely with Homes England, Treasury guidelines and overseen by the Mainway Project Board, which has met on a monthly basis throughout Q4. Due to delays in funding opportunities the project is running behind schedule against the original plan for development (although a new Homes England programme has been intimated at the end of the quarter with further detail anticipated at the Spending Review). Whilst the costs have increased aligned with additional planning requirements, taking the application from hybrid to full, no further costs in relation to this project have been incurred through Q4.	** Q4 27/28	Detailed Business Case	**06/05/25**	**X**	**X**	**X**
	S	H		Extra Care Scheme (part of Homes Programme)	Update to follow.	Closed	Closed	**16/04/25**	**C**	**C**	**C**

Priority				A Co-operative, Kind and Responsible Council (Governance)								
				Project Name	**Update**	**Due Date**	**Stage**	**Updated**	**Status**		
									Plan	**Cost**	**Scope**
			R	Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)	Work is underway for phase 1 projects to start to report on the benefits they have achieved to date. Some of the benefits will take some time to filter through, so will not be measurable until the end of Q4 25/26. Planning for phase 2 of the programme is underway. Some projects have slipped from phase 1 to phase 2. 12 phase 1 projects remain open and progressing.	Current phase from Q3 24/25 to Q3 25/26	Delivery	**15/04/25**	**A**	**G**	**G**
I		H	R	UK Shared Prosperity Fund (UKSPF)	Update report to follow.	** Current Phase – Q4 24/25	Delivery	**N/A**	**X**	**X**	**X**
			R	High-Capacity Fibre Cable Network Provision (part of Digital Programme)	The project is moving into business as usual. Project review report to follow in Q1.	N/A	Closed	**N/A**	**C**	**C**	**C**
	S		R	White Lund Depot	**Phase 1:** the installation and handover of the new modular buildings (Canteen, Welfare facility and Office) was completed January 17th 2025, and is now in defects period. **Phase 2:** the demolition of the old Office block is currently at tender stage, with a contract to be agreed during April. Completion of the demolition is expected early Q2. **Other works:** there are various periphery works which have arisen due to the installations and demolitions, such as ground works, safe pedestrian walk ways, demolition of the small old Canteen building, amendments to external lighting etc. This is expected to be completed during Q1, with the whole project expected to conclude by end Q2, excepting defects periods.	Demolition Q2 25/26	Delivery	**16/04/25**	**G**	**G**	**G**

CABINET

Strategic Risk Management
03 June 2025

Report of Chief Executive

PURPOSE OF REPORT					
To provide Cabinet with an update on the authority's progress in updating the Strategic Risk Register.					
Key Decision		**Non-Key Decision**	**X**	**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	N/A				
This report is public, with appendix B being exempt by virtue of paragraph 3 of Schedule 12A the Local Government Act 1972.					

RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

(1) Cabinet note the updated Strategic Risk Register, as shown as appendix A (public report) and appendix B (restricted report).

1.0 Introduction

1.1 Quarter four Strategic Risk Report as updated by Leadership Team to be seen by Cabinet to be noted.

2.0 Proposal Details

2.1 There are currently 26 Strategic Risks open on the register.

2.2 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 24th February to 12th May 2025. Changes are highlighted using red text. A summary of the main changes are as follows:

- Risk reviews have been run against 7 Strategic Risks.
- Action plan due dates have been updated for risks SR04, SR06, SR08, SR09, SR14, SR20, SR26 and SR28.
- New control measures added for risks SR02, SR04, SR20, SR26 and SR28.
- Three of the Strategic Risks are red. Of these, risks SR11 and SR29 are above the Council's risk appetite.

3.0 Details of Consultation

3.1 Not applicable

4.0 Options and Options Analysis (including risk assessment)

4.1 Not applicable

5.0 Officer Preferred Option (and comments)

5.1 Cabinet to note the Council's Strategic Risks.

6.0 Conclusion

6.1 Cabinet to note the Council's Strategic Risks.

RELATIONSHIP TO POLICY FRAMEWORK

The Council have a Risk Management Policy, which is written to provide guidance on the management of risk. Risk Management is identified in the Council Plan 2024-27.

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

No direct impact arising from this report, which provides an updated copy of the authority's Strategic Risk Register.

LEGAL IMPLICATIONS

No direct legal implications arising from this report.

FINANCIAL IMPLICATIONS

No direct financial implications arising from this report.

OTHER RESOURCE IMPLICATIONS

Human Resources:

No direct HR implications arising from this report.

Information Services:

No direct ICT implications arising from this report.

Property:

No direct property implications arising from this report.

Open Spaces:

No direct open spaces implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

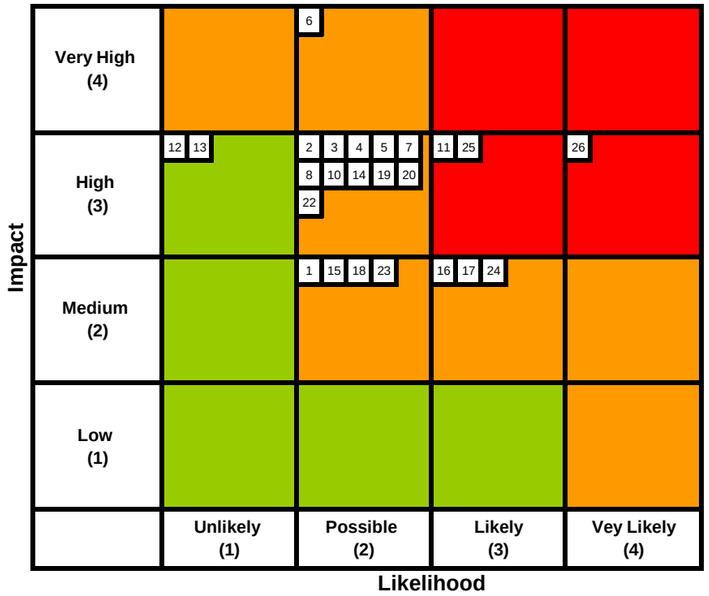
The Section 151 Officer has contributed to this report in his role as Chief Officer Resources, including responsibility for Internal Audit.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS	**Contact Officer:** Claire Dubelbeis, Projects and Performance Manager **Telephone: 01524 582505** **E-mail:** CDubelbeis@lancaster.gov.uk **Ref:** N/A
None.	

Strategic Risk Register - Risk Map 12.05.25



NOTE 1: All risks have been reviewed in the run up to 12th May 2025

NOTE 2: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.

NOTE 3: Only risks which are unrestricted are shown.

Strategic Risk Register, Report Created 12.05.25

Red text used to highlight changes since the previous report

Risk No.	Risk & Owner	Risk Description	Residual Risk Score (Impact x Liklihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level (Impact x Liklihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Date Last Reviewed	Review Comment
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Mark Davies Paul Thompson	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action closed as it is now a control measure. Further action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy							
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services							
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel							
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.							
					Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.							
					Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.							
					Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.							
2	SR02 The Council fails to meet the 2025/26 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Mark Davies Paul Thompson	The Council fails to meet the 2025/26 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Link to Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas. NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	20/03/2025	References to financial years in the risk title and control measures have been updated.
					Reserves Policy	Reserves Policy							
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects							
					Programme Managers	Programme Managers in place for specific programmes							
					Programme Delivery Board	Programme Delivery Board							
					Cabinet	Cabinet							
					Portfolio Holder	Portfolio Holder							
					Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years.	Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years							

					Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.				
					Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.				
					Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.				
					Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond.				
					Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.				
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver Alex Kinch	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	6 (3x2)		22/10/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
					Annual Appraisal Process	Annual Appraisal Process embedded				
					Pay and Grading Structure	Pay and Grading Structure - The new pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale. Recent experience suggests that this assisted in attracting applicants with the desired skills and values.				

4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects. Joanne Wilkinson	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets. Link to Council Plan 24-27: 4.5 Innovative Public Service	6 (3x2)	Property Financial	Use of Council Assets	Capital Strategy Group	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	01/10/2025	03/04/2025	Ongoing work. Disposal of Palatine Hall completed before 31st March. Ongoing review of assets being undertaken and presented to OBR assets. Climate Statement approved and published with 3 year action plan. 2 x new posts recruited to - awaiting start date to support team activity.
					Use of Council Assets	Ongoing OBR workstream reviewing assets		Council Assets	Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026		
					Use of Council Assets	Performance monitoring of leases implemented							
					Use of Council Assets	Budget Monitoring							
					Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.							
					Use of Council assets	Appointed Eckersleys to support the council in asset disposal.							
					Use of Council Assets	Stock Condition Surveys for property group completed							
					Use of Council Assets	Asset Management Strategy in place							
					Use of Council Assets	Officer energy fit for the future group completed recommendations and report produced presented at OBR Assets							
					Use of Commercial Assets	Commercial Manager post recruited to.							
					Use of Commercial Assets	Estates Improvement Plan developed							
					Use of Council Assets	10 year capital programme developed and fed through the budget							
					Use of Council Assets	Energy Officer recruited to support reductions in utility costs awaiting start date.							
					Use of Council Assets	Project Officer recruited to awaiting start date- to support delivery of increased capital / revenue projects for next three years.							
					Council Assets	Climate Statement finalised and published with clear actions around improvements.							
5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies Kirstie Banks-Lyon Alex Kinch	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	6 (3x2)	Financial	Resourcing the emergency response function	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers.	6 (3x2)	Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/03/2025	29/01/2025	Alex provided the update made.
					District emergency	Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event.		Adaptation Schemes	The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme.	Paul Blakeley Jonathan Noad	31/03/2025		
					Business Continuity Plans	Business Continuity Plans							

					National Emergency (such as a pandemic)	LRF plans.								
					Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.								
					Business Resilience	Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working.								
					Partnerships	Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners.								
					County wide emergency (such as widespread loss of power and extreme weather events)	The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.								
					Financial Planning	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.								
					Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.								
6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030. Mark Cassidy	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review. Link to Council Plan 24-27: 1.1 Carbon Zero	8 (4x2)	Strategy Project / Programme	Delivery plan in place	Climate Change Action Plan - the Climate and Nature Strategy will supersede this	8 (4x2)	(i) Climate and Nature Strategy	The Council continues to work on the delivery of its CaNS and the date for delivery is likely to be early-June.	Mark Davies	30/06/2025	24/02/2025	Updated information supplied by Mark Cassidy. Including revisions to control measures and action plans. The Council continues to make good progress across a number of climate workstreams, including: (i) The Local Area Energy Plan (LAEP) was adopted at October Cabinet. Officers are now tasked with workign up feasbility proposals and reporting back to Cabinet in due course. Discussions regarding the	
					Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans		(ii) Local Area Energy Plan	LAEP sets out a long-term vision for decarbonising the district by 2040 and looks beyond the council's own 2030 target for its direct activities. The LAEP sets	Mark Cassidy	30/09/2025			

					Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	Local Area Energy Plan (LAEP) has been adopted by Cabinet (Oct 2024) and it set out the district's most cost-effective pathways to net zero. Climate and Nature Strategy (CaNS) is funded by a UKSPF award and will be the Council's Climate and Nature Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan.		out the changes required to transition the Lancaster district energy system and built environment to net zero while also addressing fuel poverty. It details what changes are required, where, when and by whom. Since the last review the LAEP has been formally adopted by this Council. Next stages for implementation are being considered, but are likely to require UKSPF assistance given resource constraints (staffing) during the remainder of the calendar year (delievry of other decarbonisation projects)					potential for UKSPF assistance regarding implementation of the LAEP are ongoing. (ii) The District Climate and Nature Strategy (CaNS) public events have been completed and the CaNS continues to be prepared. The date for outturn has moved back to End-May 2025 due to some consultancy delay. (iii) Detailed delivery plans (and relevant planning applications and other consent-based regime submission) are being advanced for the successful Salix-funded decarbonisation for The Storey, Williamson Park and CityLab. (iv) The Council's proposed solar PV scheme at Burrow Beck is in delivery phase. A Section 73 (amendment) application has been submitted seeking to amend detail including the angle of panels and the provision of drainage swales. (v) It has been agreed with the Climate Action Portfolio Holder that an Annual Report regarding the Council's progress to Net Zero by 2030 for its own (Scope 1) activities will be produce at the end of every calendar year. The Cabinet meeting of 2 December 2025 has already been reserved for the first Annual Report.
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes. Mark Davies Luke Gorst Paul Thompson	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years. Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy	Carbon Zero +	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	06/01/2025	This risk has been reviewed and remains unchanged.
					Medium Term Financial Strategy (MTFS)	MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities.							
					Programme Management	Programme Management - in place to ensure strategy is followed and monitored on a regular basis.							
					Corporate Plan / Plan 2030	Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.							
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources. Mark Davies	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed	6 (3x2)	People Financial	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan, due to be adopted in Jan 27	Mark Cassidy Mark Davies	01/01/2027	01/04/2025	Updated the action plan review date following conversation with Paul Thompson. The Adequacy of reserves statement is an annual requirement
					Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)							

		strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced. Link to Council Plan 24-27: 4.5 Innovative Public Services			Investment Strategy	Investment Strategy		Reserves	Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.	Mark Davies Paul Thompson	30/01/2026	
					Capital Programme	Capital Programme						
					The Council continues to resource key service teams in Planning, economic development, regeneration, property investment	The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.		People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026	
					Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.						
					Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.						
					Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.						
					Funding the Future Strategy	Funding the Future Strategy						
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Mark Davies	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Strategy	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6 (3x2)				15/07/2024	Reviewed with Mark D, this remains as-is.
					Clear and focused Council strategy to maximise alignment with Government policy and resourcing	Clear and focused Council strategy to maximise alignment with Government policy and resourcing						
					Strategic Plans	Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy						
11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. Mark Davies	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register.	9 (3x3)	Strategy Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	9 (3x3)				15/07/2024	Reviewed in conjunction with Mark D. This risk remains as-is.
					Strategic responsiveness through continued risk management review	Strategic responsiveness through continued risk management review						
					Agility and Resilience	Agility and Resilience - Continue to develop agility and resilience across the organisation						

					Strategic risk management approach	Strategic risk management approach							
12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Mark Davies Paul Thompson	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Link to Council Plan 24-27: 4.5 Innovative Public Service	3 (3x1)	Strategy Financial	Budget Development	Comprehensive, robust and transparent approach to budget development and service delivery.	3 (3x1)					03/02/2025	Action closed as it is now a control measure.
					OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.							
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District Mark Davies	SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Link to Council Plan 24-27: 3.4 Community Engagement	3 (3x1)	Strategy People	Communications	Pro-active communications and transparency	3 (3x1)					19/07/2024	Risk reviewed and no changes made
					Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation							
					Delivery of Services	Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council.							
					Strategic communication	Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation							
14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Mark Davies Paul Thompson	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Operations Financial	Budget and Performance Panel	Budget and Performance Panel	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures	Mark Davies Paul Thompson	30/06/2025	01/04/2025	The s151 Officer is required to review its minimum level of unallocated reserves annually. Over recent years this has been increased with the General Fund to £5M and the HRA £0.750M. This assessment is based on a number of scenario's and is deemed to be appropriate to enable the Council to operate a level of service in the short term whilst alternative funding or other corrective action undertaken. The HRA has dropped below the minimum £0.750M level and expected to remain so for 12-18 months
					Reserves Policy	Reserves Policy							
					Continue financial forecasting	Continue financial forecasting and scenario planning e.g. for energy costs		Level of Reserves	As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term.	Paul Thompson	31/03/2026		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Mark Davies Jonathan Noad	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Link to Council Plan 24-27: 4.5 Innovative Public Services; 4.1 Value for money	4 (2x2)	Strategy	Asset Management Plan	Asset Management Plan	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	27/09/2024	12/07/2024	Risk reviewed on behalf of Jonathan Noad. Confirmed no changes since last risk review.
					Continuous review of assets and infrastructure	Continuous review of assets and infrastructure							
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district.	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local	6 (2x3)	Strategy	Corporate Plan	Corporate Plan	3 (1x3)	CPC review and action plan.	CPC review and action plan.	Alex Kinch	28/02/2025	22/10/2024	New action added. Risk review carried out on behalf of Alex Kinch.
					Policy Framework	Policy Framework							

	within the district, resulting in failure to meet the needs of local residents and businesses. Mark Davies Alex Kinch	to meet the needs of local residents and businesses. Link to Council Plan 24-27: 4.5 Innovative Public Services			Continuous review of strategy and policy	Continuous review of strategy and policy, and alignment with service delivery.							
					LGA Workshop with Members	These took place in September 2023.							
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Mark Davies Luke Gorst	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Link to Council Plan 24-27: 4.6 Openness	6 (2x3)	Legal	Corporate Governance	Corporate Governance	6 (2x3)					06/01/2025	The risk has been reviewed and remains unchanged, other than the word 'recently' being deleted from on of the control measures.
					Continuous review of governance processes	Continuous review of governance processes to ensure they are fit for purpose							
					Annual Governance Statement and Code of Corporate Governance	The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts. The Council has reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).							
					Training and development	Ongoing training and development to ensure staff and members are equipped to follow governance requirements.							
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Mark Davies Jonathan Noad	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Link to Council Plan 24-27: 2.4 Investment and Regeneration	4 (2x2)	Project / Programme	Programme Management	Programme Management	2 (1x2)	Development of a Canal Quarter Masterplan	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities. This now needs to be updated to preparing a business case for investment options to deliver adopted masterplan.	Jonathan Noad	31/03/2025	12/07/2024	Action plan updated on behalf of Jonathan Noad. The Canal Quarter Masterplan was adopted in Summer 2023. Focus now shifts to delivery but this is limited by wider Council financial pressures and availability for grant funding to deliver.

19	SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings Dennis Graham Paul Mackie Joanne Wilkinson	LCC has three high rise buildings which now fall under the Building Safety Act 2022, and require registration with the Building Safety Executive (BSE). There are numerous risks around non-compliance. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safety review.	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie ~~Jo Wilkinson~~	01/08/2025	03/04/2025	Limited change - safety case files not yet called in. Cladding survey on Park House commissioned - results now expected mid-May. Following this a review of the Busiling Safety Case Files will be undertaken.
					Registration with BSE for high rise blocks	Fire safety works being completed.							
					Registration with BSE for high rise blocks	Fire door audits being undertaken							
					Registration with BSE for high rise blocks	Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed.							
					Registration with BSE for high rise blocks	Tenants Voice group established							
					Registration with BSE for high rise blocks	Registration of blocks with BSE complete							
					Registration with BSE for high rise blocks	On-going and regular campaigns on fire safety undertaken with residents.							
					Registration with BSE for high rise blocks	Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing decision.							
					Registration with BSE of high rise blocks	Building Saftey Case files prepared ready for call in.							
					Non compliance with BSE	Commissioned external cladding survey for Park House - results due mid May							
					Non compliance with BSE	Information updated on improved intranet pages							
					Non- compliance with BSE	Resident engagement strategy for building safety approved							
20	SR21 Non compliance with Regulator of Social Housing Standards Dennis Graham Pete Linsley Joanne Wilkinson	The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve	6 (3x2)	Property Financial	Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning	2 (2x1)				21/01/2025		Limited change. Continue to keep abreast of what's going on through the sector.
					Social Housing Regulation	Action planning within the service occurs in preparation for changes							
					Social Housing Regulation	Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.							
					Social Housing Regulation	Service Improvement Plan well established							
					Social Housing Regulation	Annual self assessment undertaken against current standards							

		landlords to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing			Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.							
					Social Housing Regulation	Various external audits utilised e.g. TPAS, Resolve, Pennington Choices							
					Social Housing Regulation	Breaches Policy in place							
22	SR24 ICT Data Centre Paul Thompson	Data Centre is dated and improvements needed to satisfy future demand. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Technology	Air conditioning in place to keep the data centre at optimal temperature		2 (2x1)	Data Centre	In progress, business case due for completion by April 2025	Nick Goulden Paul Thompson	31/03/2025	07/02/2025	Contractors have been engaged to develop scope and cost the provision of a liquid cooled data centre located at Salt Ayre. The expectation is that this will now be concluded April 2025 with a full business case being considered by CAG & Cabinet shortly after. Provision has been made within the Councils Development Pool
					Back up Date Centre at SALC								
					Regular fire safety servicing carried out								
					Water ingress alerts	To alert all ICT senior managers to any water detected in data centre							
23	SR26 - Increasing costs of temporary accommodation for the homeless Joanne Wilkinson	In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. This is expected to continue into 24-25. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year (23-24), however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement. Link to Council Plan 24-27: 3.1 Access to Quality Housing	4 (2x2)	Financial	Increasing homeless temporary accommodation costs	Budget reviews ongoing with service accountant.	2 (1x2)	Increasing homeless temporary accommodation costs	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	06/06/2025	03/04/2025	Numbers in B+B have reduced significantly through various management approaches. We have secured some funding through LAHF to purchase 3 x properties of TA to support further reduction. Team are keeping a watching brief on the renters right act to ensure numbers of homelessness doesn't spike. All posts within the Homelessness Team now recruited to.
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC							
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast		Increasing homeless temporary accommodation costs	Progress actions from internal audit.	Sharon Parkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval		Increasing homeless temporary accommodation costs	Purchase 3 x properties from LAHF grant	Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	New Homelessness Strategy approved by Cabinet Oct 2023							
					Increasing homeless temporary accommodation costs	Housing Taskforce established - clear focus on how the private rented sector can support reduction in B+B usage.							
					Increasing homeless temporary accommodation costs	Cabinet briefing provided on homeless service and bed and breakfast costs							

					Increasing homeless temporary accommodation costs	Monthly spend / income monitoring now in place.							
					Increasing homeless temporary accommodation costs	Secured LAHF funding for the purchase of 3 x TA properties for families.							
24	SR27 - Waste Strategy Will Griffith	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026). Link to Council Plan 24-27: 1.5 Reduced Waste	6 (2x3)	Strategy Financial	Fit for Future Waste Group and Waste Implementation Officer Working Group.	Regular meeting with officers and members taking place to ensure milestones are met.	2 (1x2)	Waste Strategy Implementation	Officer working groups and relevant sub groups have started in order to develop a project delivery plan.	Will Griffith	31/03/2026	05/02/2025	Control Measures, Actions and Target score added to risk. Officer Working Groups set up and meeting weekly. Currently involving officers from legal, procurement, communications, environmental protection, waste, finance and customer services.
25	SR28 Delivery of Mainway Project Joanne Wilkinson	Delivery of the Mainway project is not executed as planned. Potential Consequences - Reputational risk and loss of trust from residents, risk around finances and health and safety implications. Delays could also put pressure on staff resources. This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024)	9 (3x3)	Project / Programme	Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level.	2 (1x2)	Mainway project	Procurement of next stages to be completed	Joanne Wilkinson	29/09/2025	03/04/2025	MIAA have been commissioned to help develop PBC - this should be completed early summer and will guide next steps. Awaiting further information from Homes England about future funding opportunities.
					Mianway project	Fortnightly project team meetings reviewing progress.							
					Mainway project	Additional resource put into the project by way of Andrew Whittaker moving into a dedicated Lancaster City Council Development Manager post to support the success of this over the course of 23/24		Mainway project	Lune and Derby Houses to be disposed of	Joanne Wilkinson	29/08/2025		
								Mainway project	Sub-groups for governance structure to be established.	Joanne Wilkinson	04/07/2025		
					Mainway project	Demolition of school site completed							
					Mainway project	Regular meetings with Homes England taking place to keep them abreast of developments		Mainway project	Masterplan to be completed	Joanne Wilkinson	01/10/2025		
					Mainway project	Financial model put forward to Link							
					Mainway project	Planning application approved for Phase 1a and b							
					Mainway project	Various and ongoing engagement events / information sessions with residents and councillors							
					Mainway project	New governance structure with Project Board, Scrutiny Group and sub-groups established.							
					Mainway project	MIAA audit review completed							

					Mainway project	MIAA supporting with PBC for Mainway.							
26	SR29 - Local Government Reorganisation Mark Davies	In December 2024 the government told local authorities across the UK that Local Government Reorganisation (LGR) will be brought in for geographical areas who have not yet participated. The aim being to create Council's with a population of 500k, or more, in most cases to provide efficiency benefits in the delivery of services. In the short term, whilst these changes are being implemented, this can lead to a number of risks to the delivery of local services. The main concerns being delivering the Ambitions as stated in the Council Plan 24-27 and the risk of staff leaving the Council causing problems in the delivery of services.	12 (3x4)	Strategy	Regular discussions at LT and with Members	Regular discussions at LT and with Members, involving other nearby Council's as appropriate.	4 (1x4)	LGR Steering Group	Set up LGR steering group for Cabinet and senior officers	Mark Davies	31/03/2025	12/02/2025	Initial risk review run, in order to trigger future automatic reminders within the Grace system.
								Liaise with Management from nearby Lancashire Authorities	Liaise with Management from nearby Lancashire Authorities to understand their thinking and positions.	Mark Davies	31/03/2025		

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

Document is Restricted

CABINET

Appointments to Outside Bodies

3 June 2025

Report of Chief Executive

PURPOSE OF REPORT					
To enable Cabinet to appoint members to a number of Outside Bodies and Partnerships					
Key Decision		**Non-Key Decision**		**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	n/a				
This report is public					

RECOMMENDATION

(1) That Cabinet appoint a member to each of the Outside Bodies, Partnerships and Boards as set out in Appendix 1 to the report.

1.0 Introduction.

1.1 At full Council on 12 May 2025 Council re-confirmed the basis of all appointments to outside bodies and partnerships in line with a Member's role such as Ward Councillor, Cabinet or Committee Member, or by nomination and voting at Council.

1.2 The list of outside bodies which Cabinet currently appoint to is appended to the report with the names of the Cabinet Members appointed on 3 December 2024 (Minute 47) included for information.

2.0 Proposal Details

2.1 Cabinet are requested to appoint to the outside bodies as detailed in Appendix 1 to the report.

2.2 In the event of any members being reappointed to an outside body, Cabinet is requested to re-confirm those appointments.

2.3 Cabinet are also requested to confirm the appointment of the Leader to the District Leaders Board.

3.0 Options and Options Analysis (including risk assessment)

3.1 Councillors are reminded that Members nominated to outside bodies, partnerships and boards by Cabinet are representing the views of Cabinet in such positions, rather than any views they might hold as individuals. It is recommended that appointments be aligned as closely as possible to individual Cabinet Members' portfolios.

RELATIONSHIP TO POLICY FRAMEWORK
Representation on Outside Bodies is part of the City Council's Community Leadership role.
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)
The content of this report has no impact in itself.
LEGAL IMPLICATIONS
No legal implications arising directly from the report.
FINANCIAL IMPLICATIONS
Members of outside bodies are entitled to travel expenses. Costs resulting from any appointment should be minimal and will be met from existing democratic representation budgets.
OTHER RESOURCE IMPLICATIONS
No other implications arising directly from this report
SECTION 151 OFFICER'S COMMENTS
The Section 151 Officer has been consulted and has no further comments to add.
MONITORING OFFICER'S COMMENTS
The Monitoring Officer has been consulted and has no further comments to add.

BACKGROUND PAPERS	**Contact Officer:** Liz Bateson **Telephone: 01524 582047** **E-mail:** ebateson@lancaster.gov.uk

CABINET APPOINTMENTS TO OUTSIDE BODIES – DECEMBER 2024

BID Company Ltd (Morecambe) *Cllr Bottoms*

Community Safety Partnership (Cabinet Member and reserve) *Cllr P Jackson (Cllr C Jackson reserve)*

Growth Lancashire Limited (Cabinet Member and reserve) *Cllr Wilkinson (no reserve appointed)*

Health and Wellbeing Partnership (Cabinet Member and reserve) *Cllr P Jackson (Cllr C Jackson reserve)*

Lancashire Leaders Meeting (Leader of the Council) *Cllr C Jackson*

**District Leaders Board (Leader of the Council) Cllr C Jackson*

Lancashire Waste Partnership *Cllr Hart*

Lancaster Community Fund Grants Panel (1 place; the other place is by nomination and voting at Council) *Cllr P Jackson*

Lancaster Business Improvement District (BID) Management Group *Cllr Wilkinson*

LGA General Assembly (Leader of the Council) *Cllr C Jackson*

Yorkshire Dales National Park Board *Cllr P Jackson*

**This Board was created subsequent to the Appointments agreed by Cabinet in December 2024 and was therefore not included in the Appendix reported in at that time.*

CABINET

Lancaster City Centre Car Parking Portfolio Improvements - Design Development, Planning and Implementation

03 June 2025

Report of Chief Officer Sustainable Growth

PURPOSE OF REPORT					
To consider the next steps in agreeing and approving elements which support the Lancaster City Centre Car Parking Strategy and Action Plan Project Programme. Approval is sought for the resources required to take forward initial critical proposals, defined as part of the draft Strategy's Action Plan, through design development and planning phases to ensure proposals in future iterations of the Strategy are achievable and meet the council's wider objectives.					
Key Decision	**X**	**Non-Key Decision**		**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	May 2025				
This report is public					

RECOMMENDATIONS OF Councillor Nick Wilkinson

1. **The proposals as outlined in Section 2.0 of the report are supported and the submission of reserve bids requested from officers with reference to:**

    - **Feasibility & design development and project management costs of potential car parking capital projects to £118K**
    - **Progress investment proposals into digital technology (ANPR) with allocation of £232K**

2. **Officers to continue developing proposals for**

    - **Proposals to be considered for inclusion into the Capital Programme at the mid-year review stage in Autumn 2025, subject to the correct governance and required financing being in place.**
    - **Finalising implementation phasing and project-level business cases.**
    - **Submission of planning applications and/or procurement activity as appropriate.**

3. **Individual project decisions will return to the relevant authority (Cabinet/Portfolio Holder) where further staged approvals or funding decisions are required.**

4. **A revised final draft Lancaster City Centre Parking Strategy is presented to a future Cabinet meeting.**

1.0 Introduction

1.1 At its October 2024 meeting Cabinet considered a report on the specific issue of strategic car parking numbers arising from an interim analysis of the consultation arising from the draft Lancaster City Centre Car Parking Strategy and Action Plan 2024 (The Draft Parking Strategy). In summary, the consultation response called for:

- A clearer, phased, and pragmatic approach to provision of car parking if current car parking sites, particularly in the Canal Quarter, are to be released for housing and/or commercial uses.
- Improved data collection and analysis.
- Enhanced communication and transparency in the consultation process.
- Integration of parking strategy with broader city planning and transport initiatives.
- More certainty on location and feasibility of new parking provision and new green transport / Multi Storey Car Parking (MSCP) hubs if these are to play a role in future strategic parking provision.

1.2 Members resolved the following (Minute reference:37)

- Future car parking policy options for Lancaster city centre are developed within a strategic context of providing between 1,400 and 1,500 council operated car parking spaces, with an ambition to achieve the higher figure.
- The Lancaster City Centre Car Parking Strategy and Action Plan adopts these criteria and framework in any future Strategy iterations to be considered by Cabinet.
- Maintaining an optimal and efficiently managed quantity of public car parking provision in and around Lancaster city centre is a key priority for the city council, and its long-term provision, location and typology should form an explicit part of the sustainable travel and transport policy agenda for the city.
- The increase in strategic numbers provides Cabinet with further comfort, in terms of the ongoing maintenance of city centre economic health, city centre accessibility and car user utility, for the progression of the planned release of Nelson street car park for affordable housing.

1.3 Since this meeting officers have undertaken further work and analysis on key elements in the draft strategy Action Plan to bring more certainty to the proposals outlined to retain and enhance car parking and amenity within this strategic provision framework. There has been a particular focus on:

- Development of tender documents and procurement for securing Automatic Number Plate Recognition (ANPR) across the city council's city centre parking portfolio.
- Ensuring a reasonable timescale for the reopening of the city council's Castle car park.
- Initial feasibility and costing of both temporary and permanent parking provision options for the short, medium and long term.

1.4 A revised final draft Lancaster City Centre Parking Strategy and Action Plan is to be completed with specific proposals to improve the city council's car parking portfolio. However, approval is now sought for funding to take forward initial critical proposals highlighted in the Draft Parking Strategy's Action Plan, through further design development, planning approval and costing phases to ensure that the proposals are achievable, and the council can deliver on its parking and wider social, environmental and economic objectives.

1.5 Any major capital projects will be included as part of a revised Parking Strategy but will first need to be subject to further business case approvals through the council's capital and project management processes.

1.6 For context:

- The council's current parking portfolio numbers 1,624 but with around 1,589 available for General Use (net of permit only spaces).
- Currently portfolio capacity has been reduced to 1,329 with the temporary closure of Castle Car Park.
- Further design development and feasibility work is required to ensure the improvements proposed in the Draft Parking strategy and post-consultation decisions are achievable.

It should be noted that privately operated parking, on-street parking, and the Junction 34 Park & Ride are not matters considered in this report.

2.0 Proposal Details

2.1 Several potential parking initiatives regarded as critical to the maintenance of the strategic provision in the short-to-medium term require resources to move them forward towards detailed feasibility, further approvals and implementation. Capital resources will be highlighted in the capital programme and be subject to further business case approvals prior to securing implementation.

<u>ANPR</u>

2.2 This is regarded as a crucial first step in securing better management and real-time customer information around the parking portfolio. During the 2025/26 budget setting process, an ANPR proposal was discussed with an initial estimated total of £150K to be funded from reserves subject to the correct governance and due diligence being in place. To date no formal reserve bid has been submitted.

2.3 Benefits of the system have been defined as follows:

- More accurate data from the car par portfolio to be used for regeneration work, parking services analysis & city centre development strategies.
- The ability to share with the public car park live occupancy data to reduce city centre congestion and reduce emitted pollution from vehicles.

2.4 Following procurement, tender prices have been returned with the highest scoring bid, against quality/price/social value criteria, being priced at £232K, which is £83K above the initial estimate. Members are asked to confirm their support for this initiative at this level of expenditure. Should support be granted then a reserves bid would be required, again subject to the correct governance and due diligence being in place.

2.5 The council's budgeted net parking portfolio income for the next years 3 years is £7.895M, so the capital expenditure represents 2.94% of this across the 3-year ANPR contract term. It could be expected that the data will enable a wide range of efficiencies and information to assist in parking management as well as customer facing information.

Other Potential Parking Schemes

2.6 The proposals are as follows:

Project	**Approximate timescale**	**Total Cost Estimate**
1. Edward St extension.	Sept to Nov 2025	£10K
2. Edward St – Phase 2.	Aug 2025 to April 2026	£150K to £200K
3. Kingsway extension.	Aug 2025 to Aug 2026	£400K to £600K
4. Castle car park refurbishment.	Unknown at present	Potential council liability to be assessed following legal advice.

The above amounts are purely for information currently and the full scope of works of each of the above initiatives is outlined in **Appendix 1.** These initiatives will be further worked upon and be ready for consideration by the Capital Assurance Group prior to be considered as part of the mid-term update of the Capital Programme due in Autumn 2025.

2.7 To move these initiatives towards full business case resourcing and consideration via the Capital Programme process, the following design development and feasibility resources are required:

Project	Estimated consultant fees (May 2025)
1. Edward St Phase 1 extension	£1K – architects fee
2. Edward St Phase 2	£25K feasibility and design
3. Kingsway extension	£32K feasibility and design
Project management costs relating to above	£60K
Total	**£118K**

2.8 There is currently no budgetary provision for these amounts and Members are asked to confirm their support for this initiative at this level of expenditure. Should support be granted then a revenue reserves bid would be required, subject to the correct governance and due diligence being in place.

2.9 Further approval of major capital car parking interventions as part of the Capital Programme will be secured after reference to the appropriate authority depending on the scale of the project.

3.0 Options and Options Analysis (including risk assessment)

3.1 A summary of the options and analysis is presented below:

	Option 1: Do not approve the parking portfolio design and development resources as outlined in the report.	**Option 2: Approve the parking portfolio design and development resources as outlined in the report.**
Advantages	Reduces immediate budgetary pressure and revenue risk exposure during a period of wider funding constraints. Avoids the council taking on potential risks associated with the delivery of feasibility and potential capital programme of parking improvements. .	Provides a clear route to delivering an improved parking portfolio aligned with the council's broader goals on economic vitality, climate action, and housing. Facilitates the development of business cases for capital interventions, and ANPR system roll out, helping to future-proof the parking network. Responds to consultation feedback and business/community concerns by demonstrating active delivery, not just policy intent. Ensures considered investment in better infrastructure to make parking safer, more inclusive, and user-friendly. Enables phased rationalisation of outdated surface sites without compromising network capacity, improving land use and user experience.

		Helps maintain budget contributions by improving space use efficiency, turnover, and digital payment systems. Enables consideration of release of further Canal Quarter sites for affordable housing objectives as the proposals ensure target strategic car parking numbers can be maintained.
Disadvantages	Fails to capitalise on consultation, policy design, and alignment with regional transport and regeneration goals. Council does not further commit to evidence-based infrastructure planning, which may erode trust in decisions. Creates uncertainty limiting strategic planning and reducing the council's ability to coordinate land use. Without reinvestment or planning, car parking capacity may degrade incrementally, undermining city centre vitality and visitor perception. Difficult to consider release of further Canal Quarter sites for affordable housing as the target strategic parking numbers could not be maintained without the proposed interventions.	Commits around £200,000 in initial revenue/feasibility funding and potentially a future of around £1M capital, with longer-term liabilities subject to further business case consideration. Involves the city council in multiple sites, external contractors, and planning dependencies increase delivery risk and demands strong programme management capacity.
Risks/ Mitigation	Failure to act may conflict with the council's own stated economic and climate priorities. Risk could be partially mitigated by future ad hoc interventions or alternative "road map" Impact on other council objectives and uncertainty.	Rising construction or consultancy costs could exceed estimates. However, the council's stage-gate approval systems and value engineering at feasibility stage will assist in mitigation. Site constraints may cause delays although early engagement with planning and legal teams and phased design should alleviate concerns. Investments will be aligned with LCWIP and BSIP progress and update strategy in future reviews.

4.0 Officer Preferred Option (and comments)

4.1 Following Members' consideration and confirmation that the proposals meet the council's objectives and its wider policy aspirations, **Option 2** is preferred. Approve the parking portfolio design and development resources as outlined in

the report.

4.2 The work will inform phased, and pragmatic investment in Lancaster's future parking infrastructure as a significant element of local transport and regeneration infrastructure planning.

5.0 Conclusion

5.1 Concerns from the business and cultural sectors community as well as the public about the long-term provision of public parking, and general parking are understood. The city council is addressing the matter at a strategic city-wide level, with appreciation of the statutory strategic policy imperatives the city council is working within.

5.2 The council recognises that having an appropriate level of car parking in the city is important to support the economy and provide a range and choice of transport options and to ensure accessibility for the less mobile and populations underserved by public transport. The work supported through this report will provide context and framing for the council's ambitions to provide parking provision that is fit for purpose and fit for the future.

RELATIONSHIP TO POLICY FRAMEWORK

A Sustainable District – car parking provision and car use is a consideration in meeting the challenges of the council's declared Climate Emergency and a range of other council objectives.
An Inclusive and Prosperous Local Economy – building a sustainable and just local economy that benefits people and organisations needs to consider car parking provision as a key feature of accessibility for certain groups and communities.
Healthy and Happy Communities – tackling car parking provision and some of the negative consequences inherent in the current portfolio will contribute to healthy and happy community objectives
A Co-Operative, Kind and Responsible Council – further consultation and ongoing discussion with stakeholders will achieve the best outcomes for in tandem with running efficient quality public services, of which car parking provision is a key service provision.

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

Asset health and safety and community safety should be improved with progression of the car parking strategy Action Plan in the short, medium, and long-term. There are clear equity, sustainability, and rural proofing considerations when discussing elements of car park provision and the council's own car parking assets given the intersection with public transport policy and issues with public transport availability and the sustainable travel and transport / Climate Emergency discussion.

LEGAL IMPLICATIONS

Lancaster City Council will lead and is the client and accountable body for the project programme. The project programme will be undertaken by the city council's Parking Team with support from the Regeneration Service within the Sustainable Growth team, with

additional support for legal / financial services and property and public realm teams. Social Value ask/reporting will be included due to the size of the proposed contract via the Social Value Portal (aligning with the Social Value policy).

Lancaster City Council has robust contract procedure rules and guidance which covers all aspects of pre, current and post contract stages. These rules also include more detailed information on the requirements for procurements subject to the UK's existing and emerging Public Procurement Directives.

The Council's Contract Procedure rules also set out the financial thresholds for low, medium, and high value procurements and support the award of procurements on the principle of best value for money rather than simply lowest price. The rules also set out the highest standards of probity required of all officers and elected members on the procurement, award and management of contracts and the acquisition of works, goods, and services.

Tender documents will be developed and may be issued at the earliest opportunity to secure a price tested tender from suitable suppliers to provide the required information. Capital elements required to create a viable platform for the solar array will also be included.

Following a staged business case approval, the proposal would move through the following stages:

- Stage 1) Design development / planning:
- Stage 2) Approval of Capital funding based on detailed business case and tender detailed technical data and specification.
- Stage 3) Acceptance of tender and construction to Handover.
- Stage 4) Defects and Final Account

Future capital elements will be managed by the Parking Team.

FINANCIAL IMPLICATIONS

The report highlights several areas which will require upfront investment possibly leading to a larger financial capital ask in the future.

Regarding the initiatives outlined in Section 2, should Members decide to support the proposals then a request to use the Council's unallocated reserves will be required. This amounts to £232K for the ANPR initiative and £118K for the remainder largely relating to feasibility, design costs and project management costs. All reserve requests will be subject to the correct governance and due diligence being in place.

It should be noted that there could be the opportunity to capitalise such costs in the future, but this will largely depend on the nature of the expenditure. This will be considered should any scheme progress to implementation.

Regarding any future capital requirement, these proposals will require further work and approval prior to being included in the capital programme. It is suggested that this body of work takes place over the coming months in readiness to be considered as part of the mid-year review of the capital programme, scheduled for Autumn 2025.

OTHER RESOURCE IMPLICATIONS
Human resources: No HR implications arising from this report.
Information Services: No Information Service implications arising from this report.
Property: No Property implications arising from this report.
Open Space Implications: No open space implications arising from this report.

SECTION 151 OFFICER'S COMMENTS
The s151 Officer has been consulted and would draw Members attention to the comments provided within the Financial Implications.

MONITORING OFFICER'S COMMENTS
The Monitoring Officer has been consulted and has no comments to add.

BACKGROUND PAPERS	**Contact Officer:** Paul Rogers **Telephone: 01524 582334** **E-mail:** progers@lancaster.gov.uk **Ref:**

Appendix 1

Project	Scope of works and requirements
1. ANPR counting system.	• Cabinet approval in June 2025. • Complete legals with the winning bidder. • Lead mobilisation discussions with the contractor. • Act as a liaison with the contractor with other services to facilitate the project installations. • Liaison with the contractor over the programme to install 19 ANPR camera systems across 19 car parks in Lancaster. • Close coordination with the contractor for software onboarding, reporting requirements and liaison with IT over the website output. • Snagging with the contractor. • Coordination with Comms and stakeholders over roll-out. • Project completion sign-off and/or any contractor non-performance issues. • Work with IT to develop and launch customer facing app/web page for parking
2. Edward St (1) former LDHAS site extension.	• After planning permission is granted around September 2025: - • Firm up specification considering any planning restrictions. • Appoint contractor to undertake the works as the works are expected to be less than £10k. • Meet contractor on-site prior to commencement of works. • Double check that all the services are disconnected. • Supervise the works on-site and then check that the specification has been delivered. • Order line marking separately. • Order signage separately. • After works are complete sign-off. • Open the car park to the public.
3. Edward St (2) Site comprising	• Confirm the exact size of the plot envelope, if third-party

Alfred St garages, Gillespie's Motor works and part of Hero Works (currently in third party ownership although anticipated to come partly into city council ownership through the joint working initiative with Maple Grove Developments)	landowners are involved then close liaison is required. • Obtain three quotes from architectural firms to generate the outline design, detailed design, planning and works (inc. demolition) specification with costings. • Obtain approval for expenditure to appoint the consultants. • Appoint the consultants to work up the scheme and a costings plan. • Review architects work and cross-check financials for VFM. • Assuming that the costs are within range of expectations then undertake the reserves bid (or other funding route) to pay for the capex works. • Undertake a planning application. • Undertake tender procurement exercise through The Chest to find a suitable contractor. • Once a bidder has been identified then seek cabinet approval for the works (assuming within range of expectations). • Assuming planning permission is approved. • Appoint a bidder with legals. • Firm up the specification considering any planning restrictions. • Meet contractors on-site prior to commencement or works. • Double check all services are disconnected. • Supervise works on-site and check that the specification has been delivered. • Order the revenue equipment separately. • Order the line marking separately. • Order the signage separately. • After the works are complete then sign-off. • Open the car park to the public.
4. Kingsway extension.	• Confirm the exact size of the plot envelope. • Obtain three quotes from architectural firms to generate the outline design, detailed design, planning and works (inc. site clearance) specification with costings. • Obtain the approval for the expenditure on the consultants. • Appoint the consultants to work up the scheme and costings plan. • Review the architects work and then cross check financials for

	VFM. • Assuming that the costs are within range of expectations then undertake the reserves bid (or other funding route) to pay for the capex works. • undertake formal pre-application submission leading to a planning application • Undertake a tender procurement exercise through The Chest to find a suitable contractor. • Once a bidder has been identified then seek cabinet approval for the works (assuming within range of expectations). • Assuming planning permission is approved. • Appoint a bidder with legals. • Firm up the specification considering any planning restrictions. • Meet the contractors on-site prior to the commencement of the works. • Double check that all services are disconnected. • Supervise the works on-site and then check that the specification has been delivered. • Order the revenue equipment separately. • Order the line marking separately. • Order the signage separately. • After the works are complete then sign-off. • Open the car park to the public.
5. Castle car park refurbishment.	• Ensuring that the confirmed DWP package of works to repair the concrete & electrical system are defined and timetabled. • Working back approximately 6 months from the completion of the DWP works. • Obtain three quotes from specialist car park refurb consultants to generate the outline design, detailed design and works specification with costings. • Obtain the approval for the expenditure on the consultants. • Appoint the consultants to work up the scheme and costings plan. • Review the consultants work and cross check the financials for VFM. • Assuming that the costs are within the range of expectations then undertake reserves bid (or other funding route) to pay for the

	capex works. • Provide specification and scope of works to Planning to confirm whether any planning application is required (considered unlikely) Undertake a tender procurement exercise through The Chest to find a suitable contractor. • Once a bidder has been identified then seek cabinet approval for the works (assuming within range of expectations). • Assuming planning permission is approved, if required. • Appoint a bidder with legals. • Firm up the specification considering any planning restrictions. • Meet the contractors on-site prior to commencement or works. • Supervise the works on-site and then check that the specification has been delivered. • Order the revenue equipment separately. • Order the line marking separately. • Order the signage separately. • After the works are complete then sign-off. • Open the car park to the public.

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted