



Committee: CABINET

Date: TUESDAY, 8 JULY 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 Teams link.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on Tuesday, 3 June 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. **Establishment of Habitat Banks in Lancaster District** (Pages 5 - 25)

(Cabinet Member with Special Responsibility Councillor Tyldesley)

Report of Chief Officer – Planning and Climate Change

8. **Local Government: Morecambe Town Council 'Memorandum of Understanding'**
(Pages 26 - 34)

(Cabinet Member with Special Responsibility Councillor Peter Jackson)

Report of Chief Executive

9. **Local Government: Carnforth Town Council 'Memorandum of Understanding'**
(Pages 35 - 43)

(Cabinet Member with Special Responsibility Councillor Peter Jackson)

Report of Chief Executive

10. **City Museum Redevelopment** (Pages 44 - 60)

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth (report published 3.7.25)

11. **Lancaster City Centre Car Parking Strategy** (Pages 61 - 145)

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth

12. **Reporting in of Urgent Business Decision** (Pages 146 - 147)

Report of Chief Officer Governance

13. **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.

14. **Electric Vehicle Charging Hub** (Pages 148 - 155)

(Cabinet Member with Special Responsibility Councillor Riches)

Report of Chief Officer – Planning and Climate Change (report published on 3.7.25)

15. **Salt Ayre Data Centre** (Pages 156 - 223)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Officer Resources

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

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth (report deferred)

17. **Lancaster Canal Quarter Early Phase Housing Proposals – Progress Update and Future Delivery** (Pages 224 - 254)

(Cabinet Member with Special Responsibility Councillor Wilkinson)

Report of Chief Officer Sustainable Growth (report published on 3.7.25)

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 MONDAY 30 JUNE 2025.

CABINET

Establishment of Habitat Banks in Lancaster District 8 July 2025

Report of Chief Officer – Planning and Climate Change

PURPOSE OF REPORT			
<p>(i) To agree to the approach to securing local Habitat Banks within the district by entering into legal agreements with offsite biodiversity unit providers; and,</p> <p>(ii) To approve progression of a Council-owned Habitat Bank and to delegate specific designation of Council-owned land for habitat banks to the Chief Officer – Planning and Climate Change, following case-by-case consultation with the other relevant Chief Officers comprising the Council's Senior Leadership Team.</p>			
Key Decision		Non-Key Decision	X
		Referral from Cabinet Member	
Date of notice of forthcoming key decision		N/A	
This report is public			

RECOMMENDATIONS OF COUNCILLOR SUE TYLDESLEY

- (1) To allow Lancaster City Council to enter into standalone legal agreements (Section 106 Agreements) with private landowners to secure offsite Biodiversity Gain Sites ('Habitat Banks') which will:
- (a) Allow Officers to engage with landowners who wish to create a 'Biodiversity Gain Site' of 'Habitat Bank';
 - (b) Use Biodiversity Net Gain (BNG) habitat banking criteria to inform the assessment of proposed habitat banks;
 - (c) Enable officers, upon receipt of information from landowners to enter negotiations with landowners with a view to (i) checking proposals are suitable and acceptable for offsite Biodiversity Net Gain; and (ii) agreeing a Section 106 (or 'S106') to secure the site and a Habitat Management and Monitoring Plan (HMMP) for a minimum of 30 years, as appropriate;
 - (d) Permit the Chief Officer - Planning and Climate Change, or officers authorised by the Chief Officer, to negotiate S106 agreements on this matter and amend the guidance in light of experience and/or updated guidance or legislation from government; and,

- (e) Allow for sign-off of the legal agreements.
- (2) To progress the development of habitat banks on Council-owned land as follows:
 - (a) To support Council officers in work to put Council assets forward for off-site BNG, the decision to create habitat banks on individual sites will be delegated to the Chief Officer of Planning and Climate Change, informed by an approved business case on a site-by-site basis as appropriate;
 - (b) To agree to the negotiation of a S106 agreement with Chorley Council for a habitat bank on Council-owned land at Bailrigg (Burrow Beck) solar array.

1.0 Introduction - Habitat Banks and Biodiversity Units

- 1.1 The introduction of mandatory BNG in 2024 brought additional requirements and responsibilities to local authorities. Where a development is unable to achieve all of the compensation and enhancement necessary within the boundary of a proposed development, the developer will need to secure offsite biodiversity units, as assessed in a statutory biodiversity metric produced by the Department for Environment, Food and Rural Affairs (DEFRA).
- 1.2 This has created a new market for biodiversity units. Both private landowners and public bodies can create and enhance habitats for biodiversity and sell the generated biodiversity units on the market.
- 1.3 Developers are free to purchase offsite biodiversity units from any registered habitat bank, but the statutory biodiversity metric includes a proximity weighting to incentivise provision of biodiversity units locally.
- 1.4 If there is no habitat bank within the local planning authority area (or National Character Area [Natural England - National Character Area Profiles - National Character Area Profiles](#)) this will tend to increase the cost for local private and public developments that require off-site biodiversity units.
- 1.5 There are no registered habitat banks within the Lancaster District (as of the time of drafting this report). To date, officers have not been contacted by any landowners seeking to set up a habitat bank. There is, however, no requirement to notify a local planning authority (about a Conservation Covenant with a Responsible Body) prior to registration of a habitat bank on the Biodiversity Gain Sites Register.
- 1.6 To secure an area of land as a habitat bank for BNG, a landowner is required to enter a S106 agreement with the local planning authority (or a Conservation Covenant with a Responsible Body).
- 1.7 Where the Council is the landowner, the Council cannot enter a S106 agreement with itself, so the provision of biodiversity units must be secured by legal agreement with a separate body. This must be either a S106 agreement with another local planning authority, or a Conservation Covenant with a Responsible Body.
- 1.8 In the BNG Action Plan Lancaster City Council sought to “*investigate opportunities for BNG delivery on Council owned land*” (BNG Action Plan Action 6.2, June 2024). A feasibility study in 2023 considered a series of Council-owned sites. Those were all small sites and mostly in existing amenity use, which would reduce their viability as habitat

banks.

- 1.9 However, the Burrow Beck Solar Array site at Bailrigg, which is currently under construction following the grant of planning permission, offers an opportunity as a future habitat bank site, subject to completion of a legal agreement with another local planning authority.

2.0 Proposal Details

- 2.1 There are two proposals to consider, namely:

- (i) To use S106 Agreements to secure private land with a Habitat Management and Monitoring Plan (HMMP) for off-site BNG; and,
- (ii) To develop a habitat bank on Council-owned land.

2.2 Proposal 1 – s106 agreements to secure private land with a Habitat Management and Monitoring Plan (HMMP) for Offsite Biodiversity Net Gain

Private landowners within the district cannot register any land for off-site BNG until it has been legally secured by a legal agreement. This must be by S106 agreement with the local planning authority (or a Conservation Covenant with a Responsible Body). Planning conditions cannot be used for this purpose.

- 2.3 By hosting legal agreements to enable private land to provide BNG, the Council will support the provision of biodiversity units locally, which can be allocated or sold to developments that require off-site BNG compensation. The Council can also recover the cost of meeting its responsibilities in hosting S106 agreements.
- 2.4 Following the signing of a s106 agreement, the Council becomes the responsible body for the agreement, which includes monitoring for compliance and responsibility for enforcement if there is any breach of the agreement during the period.
- 2.5 The Council's other responsibilities include requirements to:
- (a) Ensure the habitat bank proposals are acceptable (i.e. that the proposed habitat creation and enhancements are achievable and there is sufficient ecological information), and to minimise the risk of breaches of the HMMP and S106 agreement;
 - (b) Ensure the proposals are assessed against other environmental and administrative considerations and constraints such as impacts on flood risk, archaeology and geology, and infrastructure / maintenance requirements;
 - (c) Ensure the landowner or 'Biodiversity Gain Site provider' has the legal and administrative right to deliver and secure the proposals for 30 years and has the resources and ability to deliver, maintain and manage the proposals throughout the period;
 - (d) Review monitoring reports submitted to the Council to check the implementation of the HMMP at agreed intervals during the agreement (e.g. 2, 5, 10, 15, 20, 25, 30 years after completion of initial habitat creation and enhancement works);

- (e) Ensure contingencies are in place to address any potential breaches and minimise risk to the Council as a result of breaches;
 - (f) Carry out enforcement action against the landowner in the event of a breach of the S106;
 - (g) Ensure the S106 agreement and HMMP are suitable to support the site's registration onto the Government Biodiversity Gain Site Register; and,
 - (h) Register the planning obligation (the s106) with the local land charges register.
- 2.6 Monitoring must be undertaken by an officer with the appropriate skills to enable effective assessment. In the first instance this will be managed by the Biodiversity Officer, in conjunction (where necessary) with other officers within the Planning & Climate Change Service. Management of the land and monitoring of habitats remains the responsibility of the landowner.
- 2.7 The costs of arranging and administering S106 agreements would be met by fees charged for:
- (a) The application and review of the proposals;
 - (b) The creation and sign-off of the s106 (as per hourly rates);
 - (c) Review of the monitoring reports during the 30-year period, with the fee based on the likely staff time required (cost recovery); the size of the site; and the complexity and risk associated with the proposals.
- 2.8 The monitoring for compliance will include reviewing monitoring reports submitted to the Council by the landowner and site inspections to check progress of the habitats provided. The cost of the officer time expected to be required will be estimated in advance to determine a fee cost, with allowance made for inflation during the 30-year period.
- 2.9 The revenue from S106 agreements is expected to be at least cost-neutral to cover the staff time required and associated costs, including the software which is essential to keep track of biodiversity net gain across numerous sites and habitats for periods of at least 30 years.
- 2.10 The risk of breach of conditions of a S106 agreement and associated HMMP will be minimised by scrutiny at the application stage, to ensure that the proposals are feasible.
- 2.11 If the risk that the proposed biodiversity units would not be delivered and maintained successfully was perceived to be high, then the proposal would not be recommended for a S106 agreement.
- 2.12 A S106 agreement will incorporate contingency plans to minimise risk of non-delivery. The site monitoring set out in the HMMP will identify any failures or non-compliance and the corrective actions required by the landowner, so the issues can be rectified as soon as possible, and so reduce the likelihood that enforcement action is required.
- 2.13 If the landowner was unwilling or unable to rectify issues, the Council could take enforcement action. As a last resort, this would include the right for the Council to carry

out remedial works and pass on costs to the landowner.

- 2.14 A S106 agreement must include measures to ensure that the requirements pass to any future owner. A s106 Agreement is a local land charge and should be added to the local land charges register.

2.15 **Proposal 2 – Development of a Habitat Bank on Council-owned land**

Setting up a habitat bank on Council-owned land will create biodiversity units that have a monetary value in the habitat banking market and/or can be used for other developments on Council-owned land as appropriate. In contrast, the purchasing of biodiversity units from habitat banks outside the district means that local habitat losses are not compensated locally.

- 2.16 The planning application for the solar farm at Bailrigg (Ref: 23/01383/FUL) was granted in January 2025. The application pre-dates mandatory BNG, but in accordance with the National Planning Policy Framework (NPPF) and to satisfy Local Plan Policy DM44, the development needs to achieve a biodiversity gain, which was taken to be at least 10%.
- 2.17 Government guidance indicates that where a development achieves greater biodiversity gains than the 10% required (or higher where specified in local policy) the landowner can make biodiversity units available in off-site markets, provided that the site is registered in the Biodiversity Gain Sites register. In other words, it can become a habitat bank. [Make off-site biodiversity gains as a developer - GOV.UK](#)
- 2.18 The costs of maintenance and monitoring to achieve BNG have already been costed into the solar farm project. Planning condition 10 requires submission of a pre-commencement Biodiversity Gain Plan and HMMP and its subsequent implementation. Condition 13 requires reporting of the landscaping works carried out prior to first use of the solar farm and for this to be maintained throughout the lifetime of the development. Management of the site as a habitat bank will not increase costs compared to those already included in the project. The Project Team responsible for the delivery of the solar farm have been discharging their planning condition obligations in a timely manner and there is not believed to be any obstacle to the implementation of the approved development.
- 2.19 The risk of the site not achieving the intended BNG is minimised by conservative assumptions about the future extent and condition of the habitats created and enhanced. The HMMP includes monitoring and adaptive management in response to conditions on site.
- 2.20 For the avoidance of any doubt, the habitats that will be created and enhanced at the solar farm site include grassland, scrub and hedges, which all have 'medium' distinctiveness as measured by the biodiversity metric (related to habitat importance and difficulty of re-creation). There are trading rules in the biodiversity metric, which means that any unavoidable loss of habitats of higher distinctiveness (e.g. woodland, ponds, intertidal habitats, heathland) have to be compensated by habitats of the same type or high distinctiveness. The habitats at the solar farm site could meet typical requirements of local developments, but not all.

Potential S106 Agreement with Chorley Council

- 2.21 Most of the local planning authorities locally have not yet made S106 agreements for habitat banks and many have not yet started securing S106 agreements for significant

on-site gains on development sites. None of the local authorities approached at the beginning of 2025 were willing to consider a S106 agreement with another Council at that time.

- 2.22 Chorley Council has its own ecologist (Biodiversity Gain Project Lead) who would be responsible for managing the 'hosting' role of Chorley Council for any S106 agreement with another Council.
- 2.23 Following initial contact and provision of information about the Burrow Beck solar farm project, Chorley Council has expressed a willingness to proceed to develop a S106 agreement with Lancaster City Council for this project. Initially envisaged as a 'stand-alone' agreement, Chorley Council may have a habitat bank proposal ready concurrently and assuming so would favour a one-off reciprocal arrangement.
- 2.24 An advantage of a reciprocal arrangement would be that each party could bear its own costs (largely officer time) for the startup (stages 1 and 2). It would minimise the initial outlay, although there would still be a registration fee payable to Natural England and the Land Registry for the relevant registrations. With a stand-alone agreement the fees to the hosting authority would have to be paid in advance, prior to the registration of the habitat banks and any income from sale or allocation of biodiversity units.

Alternative options previously considered regarding the establishment of a Council-owned habitat bank

- 2.25 A habitat bank can be secured by a Conservation Covenant with a Responsible Body. Those in or adjacent to Lancashire which were contacted about possible Conservation Covenants had too many other requests to deal with or were only willing to consider those within their own area of operations. Given the imminent delivery of the solar farm development, this is not a realistic option.
- 2.26 The Council could lease land to a tenant, who would then enter a S106 agreement for a private habitat bank. This was not considered suitable for the solar farm site as agreement would be required for the precise rental and/or share of return from the sale of biodiversity units. Such an arrangement would also remove the habitat bank from the control of the Council, but as landowner the Council would be liable for the full term if the tenancy ceased or failed. This option was not considered further.
- 2.27 Another alternative would be for the Council to set up a Special Purpose Vehicle (SPV); a new enterprise which could be created for the purpose of delivering and managing biodiversity net gain on Council-owned land. This would be a more complex and lengthy process than a S106 agreement with another local authority. It would involve preparation of a company structure for the SPV, bespoke Articles of Association, business plans, a formal Memorandum of Understanding suitable for a SPV. This would be followed by a Land Management Agreement with the landowner (the Council) and Management Services Agreement. Only then could this progress to a S106 agreement with this Council to secure a habitat bank. However there are currently few opportunities for habitat banking on Council land and this may not be enough to make the SPV financially viable.
- 2.28 Additionally, the length of time likely to be required for the establishment of the SPV is likely to be a far lengthier process than the S106 option and would not fit well with the schedule of work for the solar farm project. This option may be worth considering after the local government reorganisation in Lancashire, if there are efficiencies of scale available to bring green finance into management of Council-owned sites.

- 2.29 The final alternative would be for the Council to simply meet the off-site needs of its own developments by purchase of biodiversity units on the open market only when they are needed. The Council could accept the effectively higher cost of purchase of biodiversity units from habitat banks outside the district until such time as a private habitat bank might be set up locally. However this option was discounted because of the loss of control; i.e. the uncertainty about the timely availability (and cost) of units. Each Council development would have to search the open market for suitable units to buy. Habitat Banks may be located outside the district, so may result in the exporting of biodiversity provision outside the district. This option would not take advantage of the potential income generation that might ensue for the Council.

3.0 Details of Consultation

- 3.1 The Government does not require consultation on the implementation of biodiversity net gain.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Given that there are 2 proposals, both proposals are separately analysed in this section.

Proposal 1: S106 agreements to secure private land with a Habitat Management and Monitoring Plan (HMMP) for Offsite Biodiversity Net Gain

	Option 1: S106 agreement with private landowners to secure offsite biodiversity gains	Option 2: direct landowners to Responsible Bodies for conservation covenants
Advantages	<p>Provides revenue to oversee compliance with the S106 agreement.</p> <p>Council can work with landowners so proposals contribute to local nature recovery and potentially align with other policy, e.g. Green and Blue Infrastructure/LNRS/ flood risk reduction.</p> <p>Example templates for legal agreements are available (Planning Advisory Service).</p>	<p>No responsibilities for Council, just ensure biodiversity units are registered and correctly allocated to in-district developments post-decision.</p>
Disadvantages	<p>Requires input from multiple services to determine acceptability of proposal and minimise risk of need for future enforcement.</p>	<p>May be more expensive for landowner, depending on Responsible Body criteria may only take large projects.</p> <p>Habitat bank may be set up out of district.</p> <p>No revenue to Council.</p>
Risks	<p>May only get small scale proposals from developers for their own developments, rather than habitat banks at large scale.</p> <p>Habitat bank business might fail during the 30-year period. Could require a bond to insure against this, but it may affect viability in early stage.</p> <p>Unforeseen events (e.g. catastrophic storm, fire or new disease – but landowner would not be penalised in such cases).</p>	<p>Entry into S106 is discretionary, but Council could be seen as unreasonable in refusing a viable option, especially if challenged in an appeal on a developer-led proposal).</p>

Proposal 2: Development of a habitat bank on Council-owned land

	Option 1: Enter into a S106 agreement with Chorley Council for habitat bank at Burrow Beck solar array	Option 2: To not enter into a S106 Agreement with Chorley Council, and to further explore alternatives
Advantages	<p>S106 is a legal agreement type known to both Councils.</p> <p>Low cost for S106 monitoring role payable to Chorley Council (c. £8000 plus legal costs) as Chorley has assessed the site as small and low risk.</p> <p>A simple stand-alone agreement, with no need for a reciprocal arrangement.</p> <p>Cost of maintenance of habitat at this site will be met by the revenue from the solar farm, whether or not the site becomes a habitat bank.</p> <p>Revenue from sale or allocation of biodiversity units can be used to help set up habitat banks on other Council land for when this site has sold available units.</p>	None.
Disadvantages	<p>Council has 30+ year commitment. Would limit any other development on the site during the period.</p> <p>Small cost to set up agreement and carry out future monitoring and report, but minor compared to potential income from sale/allocation of units.</p>	<p>Not entering into a S106 to deliver the habitat bank would result in the Council having to search the open market for suitable units to buy in the future (for its own developments).</p> <p>There would be a loss of opportunity for potential income generation.</p>
Risks	<p>Possible risk that units delivered could be less than forecast, but metric and HMMP has been deliberately conservative.</p> <p>Uncertainty about future monetary value of biodiversity units – depends on demand.</p> <p>Low financial risk as site management is funded by solar farm income, not dependent on sale of biodiversity units.</p>	Alternative Habitat Banks may be located outside the district and could result in the exporting of biodiversity provision outside the district.

5.0 Officer Preferred Option (and comments)

- 5.1 In respect of **Proposal 1**, the preferred option is Option 1 (i.e. to enter into S106 agreements with private landowners to secure off-site biodiversity gains).
 - 5.2 Private landowners providing off-site biodiversity gain locally will help development viability locally and so contribute to delivery of housing targets.
 - 5.3 If private habitat banks are set up at scale locally this has potential to contribute to nature recovery and other local policy aims.
 - 5.4 Off-site provision of biodiversity gain must be legally secured by S106 (or conservation covenant). Developers that need to make significant biodiversity gains can also use this method to secure net gain for individual developments, although scrutiny will be needed at application and post-application stages to assess viability and risks.
 - 5.5 In respect of **Proposal 2**, the preferred option is Option 1 (i.e. to enter into a S106 Agreement with Chorley Council for a habitat bank at Burrow Beck Solar Array).
 - 5.6 A S106 agreement with Chorley Council is the only opportunity currently available with another local authority. Chorley Council is further ahead in preparation of S106 agreements for habitat banks including agreement with another Council which means that there is a process ready to adopt for this proposed S106 agreement.
 - 5.7 The Burrow Beck solar array at Bailrigg offers a low-risk opportunity for Lancaster City Council to start its first habitat bank. With Chorley Council willing to enter a hosting agreement to legally secure the habitat bank, this gives an opportunity to make a start, fitting with the timescale for the solar farm delivery. It is expected that if this option is adopted the habitat bank can be registered this year and start to make allocations of units.
- 6.0 Conclusion**
- 6.1 This report sets out the preferred way forward for (i) securing habitat banks throughout the district and (ii) utilises the timely delivery of the Burrow Beck solar array to deliver the Council's first habitat bank.
 - 6.2 It is intended that the approach adopted by Chorley Council (Appendix 1) will continue to be used until such time as guidance is reviewed and amended.
 - 6.3 Separate to this report, future consideration will need to be made about the priorities for the allocation or sale of units in future, and the price at which any units should be offered for sale (if they were to be made available to private developers, rather than being solely allocated to the council's own future developments). It is anticipated that any strategic decisions regarding this will be a matter for Cabinet, at the appropriate time.

RELATIONSHIP TO POLICY FRAMEWORK

The Council's Policy Framework is the list of plans and strategies that are decided by Full Council. The includes the Council Plan, and Local Development Plan and Development Plan Documents and other plans or strategies. In this case the Council's Biodiversity Action Plan (Fulfilling the Biodiversity Duty Considerations) as approved by Cabinet in 2024 is also relevant. The proposals presented in this report are in accordance with key objective of increasing biodiversity in the Council Plan, particularly Action 1.4 on Ecology &

Biodiversity. The proposals also support the implementation of policies in the adopted Local Plan; particularly Policy DM44 on the protection and enhancement of biodiversity. The proposals also support specific actions in the Biodiversity Action Plan approved by Cabinet in 2024, particularly (a) Action 1.3 on developing an internal monitoring system to support the delivery of BNG across the district, ensuring delivery and condition can be monitored over 30 years; (b) Actions 6.1 & 9.4 on exploring the preparation of a local off-site BNG register at either a local or county level; and (c) Action 6.2 on investigating opportunities for BNG delivery on Council owned land. Given that the proposals described in this report are aligned to both formal Policy Frameworks documents previously approved by full Council and the Biodiversity Action Plan previously approved by Cabinet then Cabinet is the appropriate body for decision making body for proposals that would create working arrangements with another local planning authority and establishing the necessary biodiversity net gain implementation management arrangements to enable BNG to be appropriately and objectively managed on Council-owned assets.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no impacts expected on any of these.

LEGAL IMPLICATIONS

S106 of the Town and Country Planning Act 1990 provides that a landowner can enter into an agreement with a Local Planning Authority (LPA) so as to restrict the use, development or provide a use over land in the LPA area. Accordingly, the LPA can enter s106 Agreements with private landowners to secure BNG/habitat provision, management and monitoring.

The Council cannot make a s106 agreement with itself. However, it can enter a s106 Agreement with another LPA. In this instance, Lancaster City Council would be acting as landowner and the Chorley Council would be acting as LPA.

In terms of charging fees in connection with the creation and monitoring of the s106 Agreement, the Council may recover its legal cost in the normal way (which is undertaken on a solicitors' hourly rate and upon a solicitor's undertaking been obtained). The Council can also cover the cost of monitoring a s106 Agreement. Costs for processing applications and monitoring s106 obligations will need to be quantified and will need to reflect cost-recovery of officer time and the Council's resources.

FINANCIAL IMPLICATIONS

Since Councils are unable to manage their own S106 agreements, which are necessary for the establishment of habitat banks, this service must be outsourced.

As Chorley Council is also wanting to establish their own bank, a contract between Lancaster and Chorley will benefit both Councils as we can manage the S106 for one another.

Going forward, there will be some consideration required around the pricing and administering of the purchase of units. This will need more clarity and will be subject to further Cabinet approval.

OTHER RESOURCE IMPLICATIONS

Human Resources:

There will be additional demand on officers' time in preparing and overseeing S106 agreements. If demand for S106 agreements increases significantly, the front-loading of monitoring costs in fees will contribute to the cost of additional staffing as required (or consultancy support if necessary).

Information Services:

There are no requirements for additional software beyond that which is now available to Development Control.

Property:

The management of the habitats on Burrow Beck solar farm will be the responsibility of the Council. It is expected that at least some of the maintenance will be undertaken by council staff, or else by contractors.

Open Spaces:

There are no implications for Open Spaces because the proposed site for the habitat bank is within the solar farm, where there will be no public access.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has no comments to add.

MONITORING OFFICER'S COMMENT

The Monitoring Officer has no comments to add.

BACKGROUND PAPERS

Appendix 1 BNG Habitat Banking Criteria
January 2025, Chorley Council and South
Ribblesdale Borough Council

Contact Officer: Dr Stephanie Peay

Telephone: 01524 582740

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BNG Habitat Banking

Criteria

January 2025

Introduction



Chorley
Council

WORKING TOGETHER

Chorley Borough Council (CBC) and South Ribble Borough Council (SRBC) have set out criteria throughout this document that are to be submitted alongside an application for the establishment of a Habitat Bank in the respective borough. The information submitted to evidence that the criteria are met will allow the council to assess whether the proposed Habitat Bank is suitable and achievable, allowing the respective council to consider entering a legal agreement (Section 106) between the council and the habitat bank provider.

Legal Agreement

A legal agreement (Section 106 or Conservation Covenant) is required to secure a habitat bank for the purposes of Biodiversity Net Gain (BNG), enabling the habitat bank and the Biodiversity Units generated to be added to Natural England's Biodiversity Gain Sites Register¹. This Register allows Biodiversity Units to be allocated to developments, providing off-site units. The council(s) are able to enter a Section 106 agreement with parties (e.g. landowners and / or habitat bank providers) to secure land as a habitat bank for BNG purposes. For information on Conservation Covenants and Responsible Bodies, refer to Government BNG Planning Practice Guidance².

The legal agreement (Section 106) with the respective council to establish a Habitat Bank will secure the following:

- The responsible person(s) for the creation and/or enhancement of habitats
- The responsible person(s) for the maintenance, management and monitoring of the habitats
- The contents of a Habitat Management and Monitoring Plan (HMMP)³ and the delivery of the HMMP, including the Commencement Date and Covenant Period (to be at least 30 years from the Completion Date)
- Requirement of a Written Notice of the Completion Date of the works
- A site visit to be carried out by an agent of the council(s) to inspect the habitat creation and enhancement works within 30 days following receipt of the Completion Date Notice
- Site visits to be carried out by an agent of the council(s), including access rights, to evidence habitats are meeting their target condition during the Covenant Period
- Fees to be paid to the council(s) for the preparation of the legal agreement
- Fees to be paid to the council(s) for the review of submitted monitoring reports, and site visits over the duration of the Covenant Period (Monitoring Contribution)
- When fees are due to be paid to the council(s)
- Details of a Breach Notice and Step-in-Rights of the council(s) in the event of non-compliance with the legal agreement (e.g. target conditions of habitats are not met)
- Act of Registration (a requirement for the habitat bank provider to register the habitat bank onto the Biodiversity Gain Sites Register)

¹ [Search the biodiversity gain sites register - GOV.UK \(www.gov.uk\)](https://www.gov.uk/search-the-biodiversity-gain-sites-register)

² [Enter a legal agreement for biodiversity net gain - GOV.UK \(www.gov.uk\)](https://www.gov.uk/enter-a-legal-agreement-for-biodiversity-net-gain)

³ [Creating a habitat management and monitoring plan for BNG - GOV.UK \(www.gov.uk\)](https://www.gov.uk/creating-a-habitat-management-and-monitoring-plan-for-bng)

Habitat Bank Proposal Application Stages

The application process for establishing a habitat bank within the Chorley or South Ribble Boroughs will follow Stages 1 to 3. Each stage is subject to a fee to cover administration and application review costs.

Stage 1 (Fee to be agreed following submission of proposal):

Stage 1 comprises the initial enquiry from the habitat bank (HB) provider to the council and should present the outline proposals of the habitat bank to allow the council(s) to assess if the proposals can be taken any further. The HB provider is to provide the following information at Stage 1; if any information has not been provided, the council(s) reserves the right to refuse consideration of the habitat bank proposal, until all documentation is supplied:

Stage 1		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>1. <u>Legal Control Over Land Ownership</u> The applicant is to provide proof of legal control over the entire site proposed to be a habitat bank, including details of any conditional contract, and evidence that conditions can be satisfied.</p> <p><u>For Tenant/Leasehold Considerations</u> Details of any leasehold agreement or tenancy agreement or any other contract that enables the habitat bank broker to deliver BNG on this land for a minimum of 30 years. <i>The habitat bank broker or landowner needs to be able to place a charge on the land.</i></p>	<p>Land Registry Title deed and plan of the land boundary from owner</p> <p>Charges register of title and plan</p> <p>Copy of Leasehold Agreement</p>	<input type="checkbox"/>
<p>2. <u>Declaration of Existing Allocations</u> Have any Biodiversity Units (BU) been allocated to developments prior to this application? <i>Including any BU allocation prior to mandatory BNG, that is not included on the Biodiversity Gain Site Register</i></p>	<p>If Yes, please provide relevant planning application references and details of allocated units</p> <p>If No, please provide a statement to declare that no BUs have been allocated from the proposed habitat bank site.</p>	<input type="checkbox"/>
<p>3. <u>Declaration of Conflicting Consents, Licences or Permissions</u> <i>Are there any other legal barriers or consents / licences or permission that are required to enter the site and undertake habitat management works over the next 30-years?</i></p>	<p>Statement of no conflicting consents are known, and reasonable checks have been undertaken; or</p> <p>If Yes, please provide details of any licences (for example, not an exhaustive list): shooting or mineral working rights, planning permissions, extant restoration plans, felling licences, aerodrome safeguarding considerations, rights of way issues.</p>	<input type="checkbox"/>

Stage 1		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>4. <u>Contaminated Land</u></p> <p>Is the site considered to be 'contaminated land' and if so, what costing remediation measures are provided to ensure habitats proposed are feasible?</p>	<p>Costed remediation plan if required or, statement confirming not required</p>	<input type="checkbox"/>
<p>5. <u>Declaration of willingness to enter a legal agreement with the council(s)</u></p> <p><i>Based on the council(s) Habitat Bank template Section 106; to agree the number / type of biodiversity units available for allocation to developments and the management and maintenance schedule of the land for the duration of the Covenant Period from the Completion Date.</i></p>	<p>Statement of intent; and</p> <p>Written consent from owner to broker to act on their behalf, and decision on who is a signatory of the Section 106 agreement (where provider is not the freeholder)</p>	<input type="checkbox"/>
<p>6. <u>Declaration of Additionality</u></p> <p>Can you prove Legal, Financial & Ecological Additionality for the BNG at the proposed site?</p> <p>Financial additionality includes other funds for land management e.g. environmental stewardship, nutrient mitigation etc.</p> <p>Do you intend to sell other ecosystem service units from the land?</p> <p><i>Outline how you intend to stack and bundle any Nature market credits including Biodiversity Units in line with Best Practice Guidance</i></p>	<p>Written confirmation of proof of additionality principles and compliance with stacking and bundling rules in line with guidance.</p> <p>Relevant guidance</p> <p><u>Nature markets: publishing.service.gov.uk</u></p> <p><u>Combining environmental payments: biodiversity net gain (BNG) and nutrient mitigation - GOV.UK (www.gov.uk)</u></p> <p><u>What you can count towards a development's biodiversity net gain - GOV.UK (www.gov.uk)</u></p>	<input type="checkbox"/>
<p>7. <u>Location Plan</u></p> <p>A location plan of the entire site to be provided</p>	<p>Map to be provided; if a GIS layer / shapefile of the site boundary is available, please provide (GIS not essential for Stage 1)</p>	<input type="checkbox"/>
<p>8. <u>Strategic Significance Statement</u></p> <p>Please provide an assessment of how the proposals fit the current strategic significance guidance</p>	<p>A written brief assessment including justification evidencing how the Strategic Significance of the site and proposed habitats have been considered.</p> <p>Guidance</p> <p><i>Refer to the latest BNG User Guide. And the Lancashire LNRS, once published (Spring 2025)</i></p>	<input type="checkbox"/>

Stage 1		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>9. Declaration of Best Outcome for Nature</p> <p>The council(s) will only enter a legal agreement with habitat bank providers where it is considered that the Habitat Bank will deliver the best outcome for biodiversity in the borough(s)</p>	<p>Statement to declare how the proposed scheme has considered existing biodiversity, site context, strategic significance and the appropriateness of proposals, and how the proposals are in the best interests of local biodiversity.</p> <p><i>Consider existing local protected species and ecologically valuable habitats.</i></p>	<input type="checkbox"/>
<p>10. Ecological and BNG Baseline</p> <p>Provision of a BNG baseline and condition assessment survey of the entire site by a suitably qualified and competent ecologist, carried at an appropriate time of year. In accordance with CIEEM best practice guidance using UK Habitat Classification methodology and the latest version of the Defra Statutory BNG Metric and accompanying tools and user guides</p>	<p>Baseline Biodiversity Net Gain Report; Preliminary Ecological Assessment (PEA) Report; baseline Statutory Biodiversity Metric and supporting Condition Assessment spreadsheets; with UKHab maps of the site baseline.</p> <p><i>Can be included as part of the full BNG assessment required below.</i></p>	<input type="checkbox"/>
<p>11. Proposed BNG Uplift</p> <p>Full completed BNG metric for the site (or phase for which BUs are to be released, using the latest statutory BNG Metric; with condition assessments to evidence how target conditions will be achieved</p>	<p>Full Biodiversity Net Gain Report; completed full statutory Biodiversity metric and supporting Condition Assessment spreadsheets for both baseline and post-intervention habitats; with UKHab maps of baseline and proposed.</p>	<input type="checkbox"/>
<p>12. Soil Testing</p> <p>Has appropriate soil testing been carried out in accordance with best available guidance⁴ and the results informed the proposals?</p>	<p>Soils reports, and statement to declare the suitability of soils for proposed habitats.</p>	<input type="checkbox"/>
<p>13. Protection of Existing Ecological Features</p> <p>Confirmation that the proposals will not adversely impact existing features of ecological importance (e.g. irreplaceable habitats, Biological Heritage Sites (BHSs), Priority Habitats, and Priority and Protected Species)</p>	<p>Details of existing ecologically important features and a declaration of how these have been considered so that adverse impacts will be avoided</p> <p>If positive impacts on the existing ecological features will result from the proposals, details of this should be provided.</p> <p><i>Where included in the PEA and/or BNG report, please state this.</i></p>	<input type="checkbox"/>

⁴ Refer to Buckinghamshire Council's Soils Guidance Note in the interim

Stage 1		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>14. Competency</p> <p>Details of ecological surveyors/advisors and their competency for carrying out works to support the scheme.</p>	<p>May include detail of professional membership, experience, certification (e.g. FISC level), training and experience.</p> <p><i>Where included in the PEA and/or BNG report, please state this.</i></p>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto;"></div>

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Stage 2 (To include monitoring fees determined by the Council's Monitoring Fee Calculator and fees for drafting and signatory of a legal agreement⁵):

Stage 2 sets out the detailed information requirements necessary prior to the drafting and signing of the legal agreement. Completion of Stage 2 and signing of the legal agreement confirms that the proposed Habitat Bank has become 'official' and is to be registered on the Natural England Biodiversity Gain Sites Register.

Stage 2		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>15. Sufficient Cash Flow / Funding for 30 years</p> <p>The applicant is to provide details of the responsible person(s) / company for the habitat management works for the duration of the Covenant Period. And set out contingency plans should the responsible company fold or go into liquidation within the 30 year period.</p> <p>Provision of proof of funds, including third party bond, guarantee, ring-fenced funds</p> <p><i>Must be sufficient up-front capital to cover entire site or first phase of Habitat Bank (if proposed to deliver in phases) for 30 years of management</i></p> <p><i>Funds must be held for duration of the agreement and held independently for large schemes. An appropriate payment schedule should be set out, required to signing of the s.106.</i></p>	<p>Discuss on a site by site basis</p> <p>Proof of funds may include a 30-year cash flow model, assurance of finance codes and commitment to financial reporting</p> <p>Agree a payment schedule for duration of the legal agreement</p>	<input type="checkbox"/>
<p>16. Declaration of Existing Allocations</p> <p>Have any Biodiversity Units (BU) been allocated to developments prior to this application? <i>Including any BU allocation prior to mandatory BNG, that is not included on the Biodiversity Gain Site Register</i></p>	<p>If <u>Yes</u>, please provide relevant planning application references and details of allocated units</p> <p>If <u>No</u>, please provide a statement to declare that no BUs have been allocated from the proposed habitat bank site.</p>	<input type="checkbox"/>
<p>17. Method of Biodiversity Unit Sale</p> <p>Use of 'habitat creation in advance' function, if required</p> <p>Details of phased delivery, if required; with use of a spatial plan</p> <p>Certification / Unique Transaction Number for sale of units; details of method to be set out</p> <p>Will fractions of units available for sale/allocation?</p> <p>Will there be a minimum quantity of unit for sale/allocation?</p>	<p>Discuss on a case by case basis</p> <p>Statement to be provided on the method of sale of units, and how these will be calculated</p>	<input type="checkbox"/>

⁵ [Fees and Charges 2024/25 Chorley Council](#); [Fees and Charges 2024/25 South Ribble Borough Council](#)

Stage 2		
Information Requirements	Recommended Documents & Guidance	Completed?
<p>18. <u>Sale of units outside the LPA, Central Lancs or National Character Area (NCA)</u></p> <p>Will Biodiversity Units be sold to developments outside the respective LPA boundary? Will Biodiversity Units be sold to developments outside Central Lancashire? Will Biodiversity Units be sold to developments outside the NCA⁶ for which the HB is located?</p>	<p>Statement of intent for unit sale</p> <p><i>The LPA may still consider entering an agreement with the HB provide should a percentage of units be sold outside the LPA, Central Lancs, or NCA.</i></p>	<input type="checkbox"/>
<p>19. <u>Monitoring Contribution to LPA</u></p> <p>Agree to payment of monitoring contribution to be paid to the council to monitor the establishment of the HB (and phases, as required) and on-going habitat maintenance as agreed over the Covenant Period</p>	<p>Statement of intent to pay the council's monitoring fee</p>	<input type="checkbox"/>
<p>20. <u>Habitat Management and Monitoring Plan (HMMP)</u></p> <p>Provision of a detailed HMMP with prescriptions for the creation and set-up stage of the HB and the ongoing management for the duration of the Covenant Period (at least 30 years).</p> <p>Date of commencement for creation and set-up stage, and start date for 30-year monitoring phase (once set-up works complete) to be agreed</p> <p>Plans for all proposed habitat creation and enhancements (georeferenced GIS layers to be provided)</p>	<p>Provision of a HMMP</p> <p>Costed management plan</p> <p>Plans showing all habitats proposed for creation and enhancement (including GIS shapefiles)</p> <p>Commencement dates for set-up and monitoring phases</p>	<input type="checkbox"/>
<p>21. <u>Consideration of other environmental constraints</u></p> <p>Appropriate due diligence to be undertaken with regards to other environmental constraints to achieving the suggested habitat enhancement / creation. For example, suitability of soils, hydrology, historic / archaeological / landscape constraints, Arboricultural constraints, accessibility for site machinery, site storage constraints, livestock management considerations</p>	<p>A check of information is provided, we expect the applicant to submit all information required and to undertake due diligence, the council will not be liable for any missing information that prevents the habitat proposals being delivered as specified</p>	<input type="checkbox"/>
<p>22. <u>Monitoring Plan</u></p> <p>To set out when HB monitoring surveys will take place at intervals during the Covenant Period, and agree a commencement date for monitoring. HB provider will be responsible for having a suitably qualified ecologist carry out the monitoring surveys and submit monitoring reports to the LPA for review.</p>	<p>Monitoring Plan that sets out dates monitoring will be carried out and reports submitted to the LPA</p>	<input type="checkbox"/>
<p>23. <u>Access Rights</u></p> <p>Confirmation of permission for access rights for agents of the council(s) to access the HB to ensure management and monitoring is being delivered as promised.</p>	<p>Statement of compliance</p>	<input type="checkbox"/>

⁶ [National England - National Character Area Profiles - National Character Area Profiles \(nationalcharacterareas.co.uk\)](http://nationalcharacterareas.co.uk)

Stage 2		
Information Requirements	Recommended Documents & Guidance	Completed?
24. <u>Contingency Prescriptions</u> To agree to the LPA having rights to enforce / enact a Breach Notice in event of non-compliance For example, failure to deliver agreed management of habitats and/or targets promised are not delivered	Statement of compliance	<input type="checkbox"/>
25. <u>BNG Best Practice Principles</u> Statement of declaration of how the proposed HB meets the 10 key principles of BNG ⁷	Justification to be provided in a report / statement of compliance	<input type="checkbox"/>
26. <u>Submission of Biological Records</u> All ecological records arising from the HB must be submitted to the Lancashire Environment Record Network ⁸ (LERN), and be the responsibility of the HB provider and their ecological advisors	Statement of compliance	<input type="checkbox"/>
Stage 3		
27. <u>Preparation and signing into the legal agreement</u>		

The above Criteria are not intended to make the Habitat Banking process difficult, but to provide the council confidence that the Habitat Bank can be delivered as proposed, and the proposals are legally, financially and ecologically appropriate.

If you are unsure of how to meet certain criteria or have queries on how best to provide evidence, please contact your local authority.

The Council(s) have no obligation to enter into negotiations or a legal agreement with landowners where the above criteria are met; there is no guarantee that negotiations will ultimately be successful. The Council(s) reserve the right to withdraw from negotiations at any time.

⁷ [Biodiversity Net Gain: Good Practice Principles for Development. | CIEEM](#)

⁸ [LERN - the Lancashire Environment Record Network - Lancashire County Council](#)

CABINET

Local Government: Morecambe Town Council 'Memorandum of Understanding'

Report of Chief Executive

PURPOSE OF REPORT			
To request that Cabinet adopts the Memorandum of Understanding (MOU) between Lancaster City Council and Morecambe Town Council.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/> Referral from Cabinet Member
Date of notice of forthcoming key decision	N/A		
This report is public.			

RECOMMENDATIONS OF CLLR PETER JACKSON

- (1) That Cabinet agrees to the principles and objectives as detailed in the Memorandum of Understanding and authorises the Chief Executive to sign on the Council's behalf.

1.0 Introduction

- 1.1 The purpose of this report is to present the objectives of the Memorandum of Understanding (MOU) with Morecambe Town Council.
- 1.2 It should be noted that officers and cabinet members have considered the objectives and the content of the MOU. Meetings and discussion with council officers and some cabinet members, from both councils, established the objectives and resultant MOU.
- 1.3 The MOU sets out some principles of how both councils can coordinate mutually beneficial initiatives that deliver outcomes for residents.
- 1.4 The MOU is not legally binding.

2. Proposal Details

2.1 The primary purpose of the MOU is to establish agreed principles of collaborative working with a focus on upcoming challenges and opportunities. Regular communication will explore and implement outcomes to benefit the Morecambe community. A steering group will be the vehicle for regular communication.

2.2 There are expected outcomes because of collaboration and communication:

- Make transparent the remit and responsibilities of both councils
- Navigate the future of local government amidst Local Government Reform and the opportunities to collaborate as a result for service delivery.
- The MOU will be the basis to navigate that future for the benefit of Morecambe residents and both councils.
- The MOU will also outline an opportunity to make the most of strategic and longer-term place-based planning relevant to arts/culture, the visitor economy, funding and the environment.

2.3 Several priorities within strategic areas have been detailed in the MOU to shape communication and action including;

- Public Realm and the Environment – In Bloom
- Arts and Culture in the area
- The visitor economy
- Navigating the future of local government reorganisation
- Strategic funding opportunities

2.4 Steering group meetings will provide strategic oversight. It is intended that this will lead to action for agreed outcomes.

2.5 Adoption of the MOU will commit the council to the objectives of the MOU and the officer resource to maintain communication and action.

2.6 A quarterly steering group meeting will be established but may change in frequency depending on officer capacity.

3. Details of Consultation

3.1 Portfolio Holders have worked with Officers to engage with Morecambe Town Council representatives to agree the content of the MOU.

4. Options and Options Analysis (including risk assessment)

	Option 1: Adopt the MOU and commit the council to the stated objectives and priorities.	Option 2: Do not adopt the MOU and do not commit to the objectives and priorities.
Advantages	If adopted, the Chief Executive will sign the MOU and establish a meeting structure and action plan.	No advantages are identified for this option.
Disadvantages	No specific disadvantages are identified for this option.	If not adopted, the Council will have less emphasis on local government collaboration and less structured communication with Morecambe Town Council. This may reduce opportunity for progressive and collaborative action that benefits Morecambe residents.
Risks	None identified.	None identified.

5. Officer Preferred Option (and comments)

- 5.1 The recommended option is to proceed with adopting the MOU so that the Chief Executive can sign the MOU and move towards the delivery of outcomes (Option 1).

6. Conclusion

- 6.1 The report provides details of the objectives of the MOU and outlines the content and importance for effective local government collaboration amidst a period of potential change. Cabinet adoption of the MOU will enable officers to progress with the aims of this collaboration.

RELATIONSHIP TO POLICY FRAMEWORK

Effective local government communication and action aligns with the strategic principles of the Council Plan 2024-2027. Most notably this will evidence an informal partnership for shared ambitions.

CONCLUSION OF IMPACT ASSESSMENT

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

No direct impact.

LEGAL IMPLICATIONS

No legal implications arising directly from this report.

FINANCIAL IMPLICATIONS

No financial implications arising directly from this report.

OTHER RESOURCE IMPLICATIONS

Human Resources:

No HR implications arising directly from this report.

Information Services:

No ICT implications arising directly from this report.

Property:

No property implications arising directly from this report.

Open Spaces:

No open spaces 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

Appendix A: Memorandum of Understanding:
Morecambe Town Council

Contact Officer: Mark Davies

Telephone: 01524 582401

E-mail: MDavies@lancaster.gov.uk

Ref: [Click here and type Ref, if applicable]

MEMORANDUM OF UNDERSTANDING
Between
Lancaster City Council and Morecambe Town Council

Introduction

Below is a Memorandum of Understanding (MOU) that sets out principles of how **Lancaster City Council and Morecambe Town Council** will collaborate to deliver outcomes for Morecambe and the surrounding area. It is not intended to be legally binding.

This MEMORANDUM OF UNDERSTANDING (“**MOU**”) is made by and between:

- Lancaster City Council
- Morecambe Town Council

Background

- A. The Morecambe Summit for local government and partnerships took place on 18th October 2024, at Morecambe Town Hall.
- B. The summit brought together Elected Members and Officers from Lancaster City Council and Morecambe Town Council, to enable shared learning of respective responsibilities and priorities. The event also explored how local government can work collaboratively for shared benefit and to deliver the best outcomes for the Morecambe community.
- C. The aim of the event was to foster collaboration, promote understanding of responsibilities, and explore ways of working together to unlock the town’s potential and capitalise on opportunities.
- D. Elected Members and Officers took part in workshops that addressed some essential topics for collaboration. Four central questions were discussed:
 - 1. What do we see as the issues / challenges in Morecambe
 - 2. What do we need from each other, and how can we work together
 - 3. What impacts could be achieved?
 - 4. Where do we need to engage with the wider system to deliver local outcomes in our district?
- E. Following the event some clear topics to be developed were identified including:
 - 1. Lines of Communication
 - 2. Aligning local government collaborations with other place-based partnerships and networks
 - 3. Consider and establish regular meetings and steering groups
 - 4. Build working relationships with the wider Local Government family to get the best local outcomes.
 - 5. Identifying and focusing on short term and long-term actions for place-based outcomes

6. Establishing a Memorandum of Understanding as the platform for continued collaboration and implementation of outcomes
- F. This MOU sets out some principles which have been agreed in subsequent discussions between members and officers to work together on in order to progress the objectives. Collaboration being the key enabler to meet ambitions.
- G. Governance arrangements will be explored to ensure that objectives and outcomes are reviewed and from the point in which the MOU is signed.
- H. Officers and Cabinet Members from Morecambe Town Council and Lancaster City Council will establish a steering group for regular communication and to deliver agreed outcomes.

Principles

1. Local government should work together to achieve mutual benefit.
2. Our community recognises positive outcomes. Collaboration is required to deliver the best outcomes for the Morecambe community.
3. It is fully accepted that MTC / LCC have different ways of working to achieve outcomes and MTC / LCC will show mutual respect and understanding in situations where there may be different ways of achieving the same outcome.
4. Effective communication will be the key enabler for collaboration for local government. This can be achieved with regular and improved lines of communication.
5. It is anticipated that this MOU will form the basis for collaboration between Lancaster City Council and Morecambe Town Council.
6. Elected Members and Officers are tasked with overseeing the development and implementation of objectives because of this MOU and ongoing collaboration.
7. The group will focus on developing effective ways of working for local government that in turn deliver tangible outcomes.

Rationale for the Memorandum of Understanding

- The primary purpose of the MOU is to establish agreed principles of collaborative working. Regular communication between Elected Members and Officers will explore and implement outcomes to benefit the Morecambe community. A steering group will be the vehicle for regular communication.

Outcomes because of collaboration and communication:

- Make transparent the remit and responsibilities of both councils
- Navigate the future of local government amidst Local Government Reform and the opportunities to collaborate as a result for service delivery.

- The MOU will be the basis to navigate that future for the benefit of Morecambe residents and both councils.
- The MOU will also outline an opportunity to make the most of strategic and longer-term place-based planning relevant to arts/culture, visitor economy, funding and the environment.

Ways of Working

1. It is the belief of members that mutual benefit can be achieved by working together to improve communication and transparency of challenges and opportunities.
2. Objectives and outcomes will evolve over time through meetings and communication to reflect the priorities within Morecambe and the surrounding areas at any given time.
3. Objectives and outcomes will centre around the opportunities and challenges within Morecambe and the surrounding district.
4. A steering group will provide strategic oversight, and the steering of the groups focus. It is intended that this will lead to operational action for agreed outcomes. Information on key responsibilities, as well as short term initiatives and longer-term strategy is set out in the Annexes to this MOU.

Generally

1. Nothing in this MOU will create, constitute or evidence any partnership, joint venture, agency, trust or employer/employee relationship. Nor will it constitute any obligation to be a member of any future structure, formal or otherwise, that might be established.
2. This MOU will become effective when it is signed by all parties.
3. Any representative from Morecambe Town Council and Lancaster City Council could attend steering group meetings and contribute to objectives. Officer and Councillor attendance at meetings will need to be agreed by both councils.
4. The MOU and steering group will remain dynamic and flexible to changes in local government structure.
5. Collaboration with other organisations or partnerships is encouraged. There may be mutual benefit from doing so, particularly on initiatives where there is cross-district interest or where there may be benefits from being able to acknowledge an association.

Each party hereby confirms its agreement to the principles contained in this MOU on the date set out below.

<p>Duly authorised for and on behalf of LANCASTER CITY COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>	<p>Duly authorised for and on behalf of LANCASTER CITY COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>
<p>Duly authorised for and on behalf of MORECAMBE TOWN COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>	<p>Duly authorised for and on behalf of MORECAMBE TOWN COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>

Annex 1

- 1) Scope of projects and strategic priorities for development and delivery, aligned to the principles set out in this MOU

Strategic Priority/Opportunity	Initiative
The Environment and Public Realm	Bloom Together – Cultivating Community and Connection
Arts and Culture	(To be explored further)
Visitor Economy	(To be explored further)
Strategic Funding	(To be explored further)
Localism and devolution	(To be explored further)

CABINET

Local Government: Carnforth Town Council 'Memorandum of Understanding'

Report of Chief Executive

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Date of notice of forthcoming key decision	N/A		
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- 1.3 The MOU sets out some principles of how both councils can coordinate mutually beneficial initiatives that deliver outcomes for residents.
- 1.4 The MOU is not legally binding.

2. Proposal Details

2.1 The primary purpose of the MOU is to establish agreed principles of collaborative working with a focus on upcoming challenges and opportunities including Eden and Local Government Reform. Regular communication will explore and implement outcomes to benefit the Carnforth community. A steering group will be the vehicle for regular communication.

2.2 There are expected outcomes because of collaboration and communication:

- Make transparent the remit and responsibilities of both councils
- Navigate the future of local government amidst Local Government Reform and the opportunities to collaborate as a result for service delivery.
- The MOU will be the basis to navigate that future for the benefit of Carnforth residents and both councils.
- The MOU will also outline an opportunity to make the most of strategic and longer-term place-based objectives, including Eden

2.3 The MOU outlines some strategic and thematic priorities for both councils including;

- Planning
- Economic Development
- Local Services
- Community Engagement
- Joint Initiatives

2.4 Several priorities within these strategic areas have been detailed in the MOU to shape communication and action including;

- Sharing resident insight and views from Carnforth to influence service delivery and strategy development
- Capitalising on opportunities as a result of Eden
- Supporting the small business community
- Navigating the future of local government reorganisation
- Developing a transport and parking strategy

2.5 Steering group meetings will provide strategic oversight. It is intended that this will lead to action for agreed outcomes.

2.6 Adoption of the MOU will commit the council to the objectives of the MOU and the officer resource to maintain communication and action.

2.7 A quarterly steering group meeting will be established but may change in frequency depending on officer capacity.

3. Details of Consultation

- 3.1 Portfolio Holders have worked with Officers to engage with Carnforth Town Council representatives to agree the content of the MOU.

4. Options and Options Analysis (including risk assessment)

	Option 1: Adopt the MOU and commit the council to the stated objectives and priorities.	Option 2: Do not adopt the MOU and do not commit to the objectives and priorities.
Advantages	If adopted, the Chief Executive will sign the MOU and establish a meeting structure and action plan.	No advantages are identified for this option.
Disadvantages	No specific disadvantages are identified for this option.	If not adopted, the Council will have less emphasis on local government collaboration and less structured communication with Carnforth Town Council. This may reduce opportunity for progressive and collaborative action that benefits Carnforth residents.
Risks	None identified.	None identified.

5. Officer Preferred Option (and comments)

- 5.1 The recommended option is to proceed with adopting the MOU so that the Chief Executive can sign the MOU and move towards the delivery of outcomes (Option 1).

6. Conclusion

- 6.1 The report provides details of the objectives of the MOU and outlines the content and importance for effective local government collaboration amidst a period of potential change. Cabinet adoption of the MOU will enable officers to progress with the aims of this collaboration.

RELATIONSHIP TO POLICY FRAMEWORK

Effective local government communication and action aligns with the strategic principles of the Council Plan 2024-2027. Most notably this will evidence an informal partnership for shared ambitions.

CONCLUSION OF IMPACT ASSESSMENT

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

No direct impact.

LEGAL IMPLICATIONS No legal implications arising directly from this report.	
FINANCIAL IMPLICATIONS No financial implications arising directly from this report.	
OTHER RESOURCE IMPLICATIONS Human Resources: No HR implications arising directly from this report. Information Services: No ICT implications arising directly from this report. Property: No property implications arising directly from this report. Open Spaces: No open spaces 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 Appendix A: Memorandum of Understanding: Carnforth Town Council	Contact Officer: Mark Davies Telephone: 01524 582401 E-mail: MDavies@lancaster.gov.uk Ref: [Click here and type Ref, if applicable]

MEMORANDUM OF UNDERSTANDING
Between
Lancaster City Council and Carnforth Town Council

Introduction

Below is a Memorandum of Understanding (MOU) that sets out principles of how **Lancaster City Council and Carnforth Town Council** will collaborate to deliver outcomes for Carnforth and the surrounding area. It is not intended to be legally binding.

This MEMORANDUM OF UNDERSTANDING (“**MOU**”) is made by and between:

- Lancaster City Council
- Carnforth Town Council

Background

- A. Representatives from Carnforth Town Council and Lancaster City Council held positive discussions to highlight the importance of working together to address the needs of residents effectively.
- B. Establishing clear frameworks and principles for collaboration will enhance ability to implement joint initiatives and achieve mutual objectives for the benefit of the community.
- C. Initial discussions resulted in an agreement to formalise a **Memorandum of Understanding**. The ‘MOU’ provides a clear framework and platform for further development with communication acting as the central enabler for collaboration.

Principles

- 1. Local government should work together to achieve mutual benefit.
- 2. This MOU sets out some principles which have been agreed between members and officers to support the delivery of outcomes.
- 3. Effective communication will be the key enabler for collaboration for local government. This can be achieved with regular and improved lines of communication.
- 4. It is anticipated that this MOU will form the basis for collaboration between Lancaster City Council and Carnforth Town Council.
- 5. Elected Members, relevant officers and councillors are tasked with overseeing the development and implementation of objectives because of this MOU and through ongoing collaboration.

Rationale for the Memorandum of Understanding

- The primary purpose of the MOU is to establish agreed principles of collaborative working with a focus on upcoming challenges and opportunities including Eden and Local Government Reform. Regular communication will explore and implement outcomes to benefit the Carnforth community. A steering group will be the vehicle for regular communication.

Outcomes because of collaboration and communication:

- Make transparent the remit and responsibilities of both councils
- Navigate the future of local government amidst Local Government Reform and the opportunities to collaborate as a result for service delivery.
- The MOU will be the basis to navigate that future for the benefit of Carnforth residents and both councils.
- The MOU will also outline an opportunity to make the most of strategic and longer-term place-based objectives, including Eden

Strategic and Thematic Priorities

- Planning
- Economic Development
- Local Services
- Community Engagement
- Joint Initiatives

Ways of Working

1. Mutual benefit can be achieved by working together to improve communication and transparency of challenges and opportunities.
2. Objectives and outcomes will evolve over time through meetings and communication to reflect the priorities within Carnforth and the surrounding areas at any given time.
3. Steering group meetings will provide strategic oversight. It is intended that this will lead to action for agreed outcomes. **Short term initiatives and longer-term strategy is set out in the Annexes to this MOU.**
4. Governance arrangements will be explored to ensure that objectives and outcomes are reviewed and from the point in which the MOU is signed.
5. Officers and Cabinet Members from Carnforth Town Council and Lancaster City Council will establish a steering group for regular communication and to deliver agreed outcomes.

Generally

1. Nothing in this MOU will create, constitute or evidence any partnership, joint venture, agency, trust or employer/employee relationship. Nor will it constitute any obligation to be a member of any future structure, formal or otherwise, that might be established.
2. This MOU will become effective when it is signed by all parties.
3. Any representative from Carnforth Town Council and Lancaster City Council could attend steering group meetings and contribute to objectives. Officer and Councillor attendance at meetings will need to be agreed by both councils.
4. The MOU and steering group will remain dynamic and flexible to changes in local government structure.
5. The MOU will be active from the point of signatures until 2028. This date is the current timescale for both Eden and Local Government Reform implementation and provides a focus for objectives.

Each party hereby confirms its agreement to the principles contained in this MOU on the date set out below.

<p>Duly authorised for and on behalf of LANCASTER CITY COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>	<p>Duly authorised for and on behalf of LANCASTER CITY COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>
<p>Duly authorised for and on behalf of CARNFORTH TOWN COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>	<p>Duly authorised for and on behalf of CARNFORTH TOWN COUNCIL</p> <p>Signed:</p> <p>Name:</p> <p>Position:</p> <p>Date:</p>

Annexe

- 1) **Scope of projects and strategic priorities for development and delivery, aligned to the principles set out in this MOU**

Strategic Priority	Initiatives and actions
- Sharing resident insight and views from Carnforth to influence service delivery and strategy development	(To be explored further)
- Capitalising on opportunities as a result of Eden	(To be explored further)
- Supporting the small business community	(To be explored further)
- Navigating the future of local government reorganisation	(To be explored further)
- Developing a transport and parking strategy	(To be explored further)



City Museum Redevelopment

8 July 2025

Report of Museum Development Manager

PURPOSE OF REPORT				
To support the project to redevelop the City Museum				
Key Decision		Non-Key Decision	X	Referral from Cabinet Member
Date of notice of forthcoming key decision		N/A		
This report is public				

RECOMMENDATIONS OF Cllr Nick Wilkinson

- (1) That the draft Expression of Interest (EOI) is approved with permission given to the Chief Officer for Sustainable Growth in consultation with the Portfolio Holder to make any minor amendments before submission to the National Lottery Heritage Fund (NLHF).
- (2) That, following notification of a successful EOI, £95,000 is allocated from Council Reserves to support the work required before any Development Phase application to the NLHF can be made.
- (3) That the decision on whether to submit the Development Phase application to NLHF will be a future Cabinet decision.

1.0 Introduction

- 1.1 Following the 40% cut to museum budgets as part of the OBR process, the museum service secured £68,000 from the NLHF for a full detailed Service Review and Options appraisal. This was also supported by £20,000 from Council Reserves.
- 1.2 The Service Review and Options Appraisal became part of the Council's 'Fit for the Future' programme and was undertaken by the Council's consultants, Barker Langham, between September 2024 and March 2025 and guided by a Steering Group composed of 2 Cabinet Members 2 Chief Officers and senior Council Officers.
- 1.3 The Service Review found that without investment the City Museums would

continue along a path of 'managed decline' and be unable to contribute to Council priorities as laid out in the Council Plan. Using the information contained within the report, Cabinet and Senior Leadership Team therefore decided to choose Option 6, which prioritised developing the Museum Service, principally through redeveloping the City Museum and the Custom House of the Maritime Museum. This would involve developing new displays, increasing the opportunities for income generation and undertaking repair, energy efficiency and infrastructure improvements to the buildings.

- 1.4 The business case prepared by Barker Langham showed that the consequent increase in footfall would drive an increase in revenue that would allow the museums to re-extend their opening hours and staffing levels while keeping museum budgets at current levels (including inflation). This would have consequent benefits for the local community in terms of delivering a sense of place and belonging and lifelong learning – supporting community cohesion and personal wellbeing. It would also support the High Street and visitor economy.
- 1.5 Further work has also been undertaken using funding from the Service Review budget to assess the potential of the City Museum for energy efficiency improvements, whether the installation of a lift is feasible and to update the Disability Access Audit.
- 1.6 Redeveloping the City Museum was prioritised as the project that had the greatest potential for significant impact with an estimated 100,000+ footfall, £3.3m each year into the local economy and an estimated £4.0 minimum p.a. in health benefits to the NHS. There are also opportunities to improve the accessibility and facilities of the building (currently no lift and no public toilets), the space in public usage and the building's energy efficiency. In addition, the physical state of the City Museum is deteriorating and requires attention, with long-term water ingress causing significant problems over the last few years. The proposed project should resolve the majority of items on the Ridge & Partners 2024 Repair & Maintenance report with the proviso that there are a significant number of urgent items that will need to be addressed well before the Delivery Phase would start in 2029. The current estimated cost of the project to redevelop the City Museum is £5.9m.
- 1.7 In order to apply for funding, an Expression of Interest must first be submitted. If this is approved, then the Council will be given 12 months to submit a Development Phase application.
- 1.8 The work to submit a Development Phase application cannot be funded by NLHF, so must be funded by the Council (recommendation 2). However, should the Development Phase application be successful then the Council will have 2 years to develop and submit a Delivery Phase application to deliver the project. Both the Development and Delivery Phases can be funded by NLHF for up to 90% of costs.
- 1.9 On 2 June 2025 a useful high-level meeting with National Lottery Heritage Fund took place to discuss the project, receive guidance and to give NLHF confidence in the wide political support for the project to redevelop the City Museum. Councillors attended from the Green, Liberal Democrat,

Morecambe Bay Independents, Labour and Conservative parties. This cross-party support was appreciated by NLHF, particularly in the light of the 2023 budget cuts and the proposed formation of a new unitary authority in 2028.

2.0 Proposal Details

- 2.1 It is intended to ultimately apply for £4.9m of funding from National Lottery Heritage Fund. Applications over £5.0m are considered at national, rather than regional, level and this project will stand a much greater chance of success at the regional level. This would be an 83% funding rate on a £5.9m project with the £1.0m of match-funding sourced from other grant funders and long-term borrowing - the costs of which would be covered by museum budgets using income raised.
- 2.2 It is therefore proposed that the Council submit an Expression of Interest (draft EOI at Appendix A) to NLHF for the project to redevelop the City Museum and approve from Reserves the allocation of £95,000 that will be needed for the work prior to submitting a Development Phase application should the EOI be successful. This figure has been reduced as much as possible with the plan that Council officers undertake much of the work (see Appendix B for details).
- 2.3 The decision to submit the Development Phase application will then return to Cabinet. At this point the decision can be taken with more detailed information and assessments of the building.
- 2.4 At this stage it is estimated that the Development Phase will cost £650,000 and the Delivery Phase £4.23m, with just over £1.0m allocated for inflation and contingency. The project is due to conclude in 2033 with a year of events and activities, including celebrating the 250th anniversary of the old Town Hall building in 2033.
- 2.5 It is planned that the work needed to investigate and compile the Development Phase application will be undertaken by a cross-service group of officers.

3.0 Details of Consultation

- 3.1 During the Service Review and Options Appraisal Barker Langham
 - Reviewed around 100 internal documents from Lancaster City Museums and Lancaster City Council
 - Worked in close collaboration with the Museums Development Manager in the form of workshops and meetings
 - Consulted with 10 staff members of Lancaster City Museums
 - Conducted round table discussions with 12 stakeholders representing different organisations in Lancaster
 - Had 8 one-to-one interviews with external stakeholders
 - Spoke to the Cabinet Member in charge of Finance (Cllr Hamilton-Cox) and the Chief Executive (Mark Davies).
- 3.2 The Service Review was guided by a Steering Group composed of the Cabinet Member with particular responsibility for the Museums (Cllr Catherine Potter/Cllr Nick Wilkinson), Cabinet Member Cllr Peter Jackson, Chief Officer for Sustainable Growth, Chief Officer for Housing and Property, Culture & Heritage Manager, Museum Development Manager and Museums Manager

- 3.3 Three meetings were held with Cabinet and Senior Leadership Team to report on the initial high-level options appraisal and the in-depth assessment of options to develop the museums.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The Museums Service Review undertaken by Barker Langham had a long list of 8 options which were narrowed down through consultation with Cabinet and Chief Officers. Therefore, the following table illustrates a smaller number of options than those considered through the detailed work:

	Option 1: Do nothing	Option 2: Support a smaller scheme to re-develop the City Museum displays and public spaces	Option 3: Support scheme for full redevelopment of the City Museum.
Advantages	Cheaper in the short term	Will refresh the public offer of the City Museum and increase its visitor numbers, helping to increase income and support the High Street	Will refresh the public offer, create new public spaces, visitor footfall, income, opening hours, staffing levels and school visits. At the same time support the visitor economy (helping to retain visitors to Eden within the district) and the High Street (helping reduce anti-social behaviour in Market Square) and support community building/cohesion and wellbeing. Opportunity to create links with the Library next door for an enhanced cultural offer.
Disadvantages	Museum Service and City Museum building will continue to deteriorate and become unfit for purpose.	City Museum building in need of significant infrastructure repair and improvements (minimum £0.5m over the next 10 years). Significant damage to the building has been caused by water ingress, which has	Will require considerable Council resources in terms of officer time. Will require the City Museum to close for around 3 years from 2029-32. Will mean long-term borrowing on the

		also damaged collections. Building currently has poor public facilities (e.g. no toilets), poor accessibility (e.g. no lift). Redisplaying the museum will not provide enough income to significantly increase staffing levels and opening hours or reduce spend through energy efficiencies.	part of the Council (although the intention is that this will be repaid from the increase in museum income)
Risks	Museum Service will become unsustainable and will cease to exist with negative consequences for Lancaster High Street, Visitor Economy, local communities, local schools and the future of the museum collections.	Council has to pay the full cost of building repairs and infrastructure improvements (such as re-wiring) and new displays. Museums unable to develop income to the point where it supports +50% of museum turnover or can cover the costs of borrowing to support museum developments. City Museum becomes unfit for purpose due to inaccessibility and lack of public facilities.	That the City Museum redevelopment is not as successful as planned and the liability for the debt repayment returns to the Council from museum budgets.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 3 – detailed work by Barker Langham established that a larger-scale redevelopment project had the greatest chance of success and of securing the museum and the building into the future. The Museum Service Review established that the City Museum building and displays require significant investment in order to support the sustainability of the City Museums and become the flagship for the district's heritage that it has the potential to become, telling the amazing and unique story of the area and its people.

6.0 Conclusion

It is in the long-term interests of the Council to progress the work to redevelop the City Museum and its building (Lancaster's old Town Hall) by supporting the submission of an Expression of Interest to National Lottery Heritage Fund and approving the funds needed to develop a Development Phase application.

RELATIONSHIP TO POLICY FRAMEWORK

The redevelopment of the City Museum and consequent increase in sustainability for the City Museum(s) supports the Council Plan in three main ways

3.3 Access to Culture & Leisure – project ‘Developing a vision and action plan for the City Museums’

4.1 Value for money – part of the Fit for the Future/OBR project

2.4 Investment & Regeneration

The project also supports the Council’s Culture & Heritage Vision

CONCLUSION OF IMPACT ASSESSMENT

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

Although the proposed work to submit an Expression of Interest and develop a Development Phase application has minimal impact, the wider project will bring significant benefits and impact to many currently poorly served groups.

The City Museum building is currently physically inaccessible with poor public facilities and the displays are unrepresentative and intellectually inaccessible. Recent damage caused by water ingress has had Health and Safety implications.

The proposed project will significantly benefit the Equity, Diversity and Inclusion of the building, its health & safety for visitors and staff and the sustainability of the building (through energy efficiencies and work to negate the impacts of climate change) as well as the sustainability of the museums and their collections. It will help improve community safety through helping build communities and promoting community cohesion.

LEGAL IMPLICATIONS

Legal services should be consulted on procurement and contract issues for work needed prior to submission of a development phase application. Any decision to submit a development phase application is subject to Cabinet approval and any further legal implications can be addressed in that report.

FINANCIAL IMPLICATIONS

This report initially seeks the support of a £95K funding request to be made from Council reserves, should the EOI to the National Heritage Lottery Fund (NHLF) be successful. This funding will be used to work up a development phase bid for further funding in order to deliver the project.

Members will need to be mindful that the project scheme cost is currently estimated at £5.9M of which it is hoped £4.9M is achieved via NHLF funding leaving a £1.0M match funding requirement. This will need to be found from other grant funders and potentially Council resources which in turn is likely to have significant capital and revenue implications. This information is not available at this point in time but would need to be considered as part of a future report to Cabinet in order to progress to the next stage of the project.

OTHER RESOURCE IMPLICATIONS**Human Resources:**

Not at this stage

Information Services:

Not at this stage

Property:

A condition survey completed in 2024 identified that, over the next ten years, the City Museum will require maintenance related works totalling £484k, whilst compliance related works over the same period are expected to cost an additional £252k. The Commercial and Corporate Property works programme includes £272k over the period up to 2034-35 to address some of these works, but this does not include allowances for new reactive or urgent works which may arise over this period.

Open Spaces:

Not applicable

SECTION 151 OFFICER'S COMMENTS

The £0.095M request can be met from the Council's Unallocated reserve.

Given the potential for capital costs and on-going service subsidy should the EoI be successful significant scrutiny of the supporting Business Case will be required ahead of any further application. Currently there is no provision within the Capital Programme and the proposal sits outside of the Council's Budget & Policy Framework. As a result it would require consideration and approval by Council ahead of inclusion in the capital programme and potential revisions to the prudential code indicators within the treasury management strategy.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted. At this stage approval is being sought to submit an EOI and release of funds to enable the Council to be in a position to submit a development phase application.. If the EOI is successful it is noted that a further decision is needed from Cabinet with regards progression of this project through a development phase application to NLHF.

BACKGROUND PAPERS

Appendix A Proposed Expression of Interest to National Lottery Heritage Fund

Appendix B Development Phase application cost requirements

Appendix C Equality Impact Assessment

Contact Officer: Carolyn Dalton

Telephone: 07920 758006

E-mail: cdalton@lancaster.gov.uk

Ref: [Click here and type Ref, if applicable]

Have you spoken to anyone at the Heritage Fund about your idea?

If so, tell us their name.

We spoke to Louise Sutherland and Shanna Lennon in June 2025

Describe what you will do during the project.

Include any tasks you have to do to achieve the project goal. You have 200 words (200 words used).

We will transform the City Museum into a flagship for Lancaster's heritage for residents, community groups, schools, visitors and local businesses by re-displaying the collections, and improving the accessibility, facilities, fabric, infrastructure, resilience and energy efficiency of the building.

Pre-application

- Undertake a building condition survey, develop capital programme to RIBA WS1 – building upon Repair & Maintenance, Energy Efficiency and Disability Access surveys
- Undertake community consultation and concept interpretation – building upon user surveys and project evaluations
- Develop a business plan using the 24/25 Service Review
- Basic collections audit
- Investigate possible physical connection with Library

Development Phase

- Develop a Project Board of community members, key stakeholders, Councillors and Council officers.
- Community engagement to develop an Interpretation plan and Activity plan. Trial interpretation approaches.
- Refine Business Plan,
- Produce reports (capital programme, conservation and interpretation) to RIBA WS3/4, with Management/Maintenance Plan
- Develop a collections decant and re-storage specification and plan
- Produce a Fundraising Plan
- Employ project staff to support community and collections work.
- Evaluate

Delivery Phase

- Improve building fabric and infrastructure, including improving accessibility, public facilities, energy efficiency, climate resilience
- Deliver Activity Plan, including 250th anniversary of the building (2033).
- Refine interpretation and re-display galleries
- Fit out café, shop and venue hire/community/learning spaces
- Evaluate

Do you have a title for the project?

This can be changed at any time. Don't worry if the project does not have a title yet, you can leave this blank.

TBC

Please outline how your project will respond to our four investment principles.

You have 300 words (300 words used).

Saving Heritage (53 words)

- City Museum building (old Town Hall) Grade 2* opened 1783. Celebrates 250th anniversary 2033. Requires work e.g. re-wiring, drainage and stonework to maintain building and protect against climate change impacts.
- Building has poor physical accessibility and facilities.
- Collections are being damaged by water ingress, pests and poor storage
- Building currently unfit for purpose.

Protecting the Environment (49 words used)

Initial surveys have identified that the building has inefficient and poorly performing heating and ventilation systems. Work can also be done to improve its thermal performance and install solar panels.

We would build on current work to use recycled, or easily recyclable, materials wherever possible and use local suppliers.

Inclusion, Access and Participation (109 words)

- Physical inaccessibility and poor facilities (no lift, no public toilets) are a significant barrier to access
- Displays old (30 years) and inaccessible to many
- We want to build upon recent projects to widen participation
 - Increasing diversity - Abyssinia project and 'In the Spotlight' curated by black historians. Partnership with Lancaster Black History group investigating Lancaster's connection to slavery. Non-white audiences increased 2019-23 from 7% to 13.4%.
 - Award-winning 'Touch & See' sight-loss project with Lancaster University
 - Increasing engagement with young people -
 - 'Hinge of Fate' project - King's Own/City Museums working with the Dukes Theatre and Lancaster Music Festival.
 - Escape2Make Heritage Festival with City Museums

Organisational Sustainability (89 words)

- 2023 40% budget cut to City Museums (City, Maritime, Cottage, King's Own).
- Full Service Review concluded that development needed to stem 'managed decline'.
- Redeveloping the City Museum will provide resilience and sustainability increasing:
 - footfall
 - income (admissions, secondary spend, events, venue hire)
 - opening hours
 - staffing
 - accessibility (lift, public toilets, accessible displays)

- Enable the Museum to contribute to wider local plans and strategies, including supporting the local and visitor economy, maximising the benefit of Eden North (Morecambe)

Tell us about the heritage of the project.

Include who it is important to and why. You have 100 words. (100 words used)

- Lancaster City Museum opened 1923, King's Own Royal Regiment (KORR) Museum opened 1929 in 1783 old Town Hall (Grade 2*).
- Museum collections are inter-disciplinary, locally place-based telling the unique story of the area.
- King's Own (1680- 1959) was the 4th oldest infantry regiment
- 2024 online survey found 96.5% valued the museums. 76% for displaying local history 'which is important' and 71% for caring for local heritage
- In 2017/18 60,000+ people visited – 2024/5 39,000+ (35% reduction in opening hours)
- Previous 12 months Museums Facebook page registered 26,805 direct engagements. Village and women's history posts very popular - currently underrepresented in Lancaster-centric displays.

What is the need for this project?

What work have you done that shows the potential benefits of the project? You have 200 words. (200 words used)

Following a 40% budget cut, this project is vital to ensuring the organisational sustainability of Lancaster City Museums, by securing the museum collections, helping build and sustain local communities (telling more diverse stories), supporting lifelong learning and the local/visitor economy.

It will allow us to celebrate the centenary of the KORR Museum (2029) and the 250th anniversary of the building (2033).

We have undertaken

- NLHF funded full detailed Service Review and options appraisal. Doing nothing will result in managed decline through current weaknesses in collections management, learning and outreach, and through a diminishing visitor experience due to dated displays and poor building accessibility, facilities and condition. Cabinet have prioritised developing the City Museum having most potential to increase public usage (to 100,000+), opening hours, staffing levels, community engagement and wellbeing (£4m minimum NHS benefit) and support the visitor/local economy (£3.3m minimum).
- Various projects to expand our audience demographic working with young people, those with a disability, community and black historians and associated community and arts groups
- Public surveys and key stakeholder conversations support the value of the museums and heritage to the community.
- Disability Access surveys demonstrate inaccessibility of building and displays.
- Architect surveys demonstrate infrastructure and repair improvements required.

How long do you think the project will take?

Tell us an estimated start and end date if you have them. You have 50 words.

- Work to prepare Development Phase application August 2025 – July 2026
- Submit application August 2026, decision in November 2026
- Development Phase 19 months January 2027 – July 2028
- Submit Delivery Phase application August 2028, decision in November 2028
- Delivery Phase (including Activity Plan) 48 months January 2029 to December 2033.

How much is the project likely to cost?

If you know, tell us about the most important costs. These costs can be estimated. You have 200

Words (182 words used)

The redevelopment is costed at £5.9 million. This includes building refurbishment, energy efficiency improvements, accessibility and facilities improvements (including a lift and public toilets), possible connection to the next-door library, learning and community space, exhibition, shop, café and collections storage fitout as well as an activity plan that will take us up to the 250th anniversary celebrations for the building in 2033.

Development Cost	Cost estimate
Professional fees - (architects, design & interpretation etc)	£300,000
Professional fees - (project management, business planning, evaluation etc)	£100,000
Activity planning/community engagement	£100,000
Additional staff costs	£50,000
Surveys	£50,000
Contingency	£50,000
Total	£650,000
Delivery Phase	
Building works	
Ground floor renewal	£100,000
First floor galleries renewal	£200,000
Basement base-build	£600,000
Improved accessibility & WC	£300,000
Allowance for Library link	£300,000
Exterior presentation budget	£200,000
Allowance for new environmental sustainability interventions	£350,000
Professional fees	£512,500
Interpretation	
Ground floor gallery	£200,000
First floor galleries	£800,000

Collections	
Collections decant and re-storage (including fit-out)	£250,000
Other	
Community engagement and activities	£100,000
Other FF&E	£75,000
Project staffing	£200,000
Evaluation	£40,000
Total	£4,227,500
Inflation @3%	£536,550.00
Contingency @ 10%	£487,750.00
Overall Total	£5,901,800

How much funding are you planning to apply for from us?

Submit an amount.

£4.9 million

When are you likely to submit a funding application, if asked to do so?

You have 50 words. (49 words)

Development Phase application planned for August 2026

This is considered achievable based on work to date including:

- Full Museum Service Review and future options appraisal
- Repair and Maintenance survey
- Energy Efficiency survey
- Disability Access Audits
- Survey to assess potential and location for a lift
- Wide range of community projects

NHLF FULL APPLICATION Development Phase**Guidelines**

Source	https://www.heritagefund.org.uk/funding/national-lottery-heritage-grants-250k-10m/application-questions
Submission date for application	If EOI is successful, the applying organisation has 12 months to submit a full application
Timeline for Development phase	The project team has up to 2 years to complete the development phase
RIBA Stage	For projects involving capital works, NHLF will look at plans when they are in line with RIBA work stage 2

Application - supporting documents

Documents classified as mandatory	
Documents not mandatory for local authorities	

Documents		Description	Notes
Filled out questionnaire			Covered in-house by LCM
Timetable for the development phase		A detailed timetable outlining the development phase of the project	Covered in-house by LCM
Risks for the development phase		A risk register documenting potential risks to the development phase and how they will be managed	
Timetable for delivery phase		A summary timetable for the project's delivery phase	
Risks for the delivery phase		A risk register detailing risks related to the delivery phase and how they will be managed	
Main risks document for after the project is completed		A document outlining key risks after project completion and how they will be managed	
Accounts		The most recent audited or accountant-verified accounts for the past three years, along with management accounts for the same period. Public organizations (e.g., local authorities or universities) are exempt	n/a
Detailed cost breakdown		A spreadsheet listing all project costs as outlined in the application, with expenditure and income referenced according to budget headings. Each item must be detailed.	Consultant fee (<i>see the list of cost items to be included, in the section below</i>) Quantitative Surveyor fee
Partnership agreements		A signed agreement defining the roles and responsibilities of all partners involved in delivering the project. It should be tailored to the project's needs, and independent advice may be required. Partners are not subcontractors	Covered in-house by LCM
Job descriptions		A description for each new position created for the project, specifying salary and working hours.	Covered in-house by LCM
Briefs for commissioned work		A document outlining the scope, timeline, and cost of commissioned work. Competitive tenders or quotes are required for fees exceeding £10,000, with proof of the tendering process required for amounts over £50,000	Covered in-house by LCM - write and coordinate all consultants briefs
Images		Up to six images illustrating the project, such as a map indicating locations involved in the project.	Consultant fee, to develop supporting renders for the City Museum scheme Architectural fee, to develop the scheme further to RIBA WS1 (recommended)
Evidence of support		Up to six pieces of evidence of support from other organisations or individuals who are committed to helping deliver the project or are key to the project's success	Covered in-house by LCM
Calculations of full cost recovery included in your development phase costs		If full cost recovery is included in the budget, a document must be provided to show the calculation method, ensuring proportionality to project resources. NHLF can cover a portion of an existing staff member's cost unless they are dedicated to a newly created role. Public sector organizations cannot claim full cost recovery.	n/a
Business plan		The organization's current business plan, which focuses on overall operations rather than specific projects. If unavailable, LCM should submit the primary document used for heritage management. Organizations managing multiple sites (e.g., Local Authorities) should submit the most relevant documents.	Consultant fee, to review draft prepared in-house by LCM
Condition survey		If the project involves heritage conservation, a survey or report must outline the current condition, required works, and priority levels. Alternative surveys, such as those assessing building performance or energy efficiency, may also be applicable.	Covered in-house by LCM Conservation Management Plan (recommended)
Ownership documents		Copies of ownership records (e.g., Land Registry documents, lease agreements, or heads of terms) must be provided for capital works or purchases of land, buildings, or collections.	Covered in-house by LCM
Heritage Enterprise supporting documents		If submitting a Heritage Enterprise application, LCM must provide: - A viability appraisal demonstrating conservation deficit - A design specification for capital works in the development phase - Two to three relevant documents outlining the area's vision and strategy (e.g., local development framework, regeneration strategy, tourism strategy).	n/a
Declaration		A section where LCM can opt into research participation and confirm agreement with the declaration by ticking the appropriate checkboxes.	Covered in-house by LCM
			Fee for public consultation
Concept interpretation			Fee for design concepts
			15% Contingency, to lead / coordinate consultant, QS, architecture, CMP
			TOTAL

Detailed cost breakdown:

Cost	Description
Capacity building activity	Activities needed to enhance the organization's capacity to deliver the project. This may include reviewing human resources or finances, bringing in additional expertise, or making governance changes.
Opening-up works/surveys	Initial surveys or reports required for a site, building, landscape, or resource.
Professional fees	Costs for services needed during the project, such as building surveyors, landscape architects, or conservators. Fees should align with professional guidelines and be based on quotes from the relevant professionals or professional bodies.
Recruitment	Costs related to advertising roles and covering travel expenses for interviews. The organization is expected to adhere to good human resource practices and all applicable laws.
Full cost recovery	A cost type covering indirect expenses essential for the organization's operation but not directly linked to the project. NHLF can fund a proportion of these overhead costs for voluntary sector organizations. Eligible voluntary sector organizations are independent of the government and typically have a Board of Trustees, receive funding through grants and donations, and rely on volunteers.
Other costs (development phase)	Development phase costs that do not fall under any other category. These may include scoping or planning work related to investment principles. If the project is in Wales, translation costs into Welsh must be accounted for. Reasonable adjustments can also be included here.
Volunteer time	Time contributed by volunteers to support project delivery, such as administrative tasks, site clearance, or event stewarding. The cost of volunteer time is valued at £20 per hour and must be included in both the cost and income sections of the application. Participants in activities (e.g., workshop attendees) should not be included under this category.
Non-cash contributions	Items or services provided at no cost, such as room hire or equipment, that are essential for project delivery. These must be direct project costs that could have otherwise been part of the budget. Non-cash contributions should be reflected in both the cost and income sections of the application.
New staff	Costs for project staff, including applicable on-costs. This includes new fixed-term contracts, secondments, apprenticeships, and freelance staff but excludes trainees. In certain cases, maternity leave and redundancy payments may be included. The organization must adhere to legal employment practices, including paying at least the National Living Wage.
Contingency	A mandatory cost category covering unforeseen project expenses. The contingency amount should correspond to identified risks and the project's scale. These costs must be listed separately and not within other budget headings.

Income
local authority
other public sector
central government
private donation – individual
private donation –
private donations – corporate
commercial/business
own reserves
other fundraising
loan/finance
non-cash contributions
volunteer time

Equality Impact Assessment

This **online** equality impact assessment should:

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

Service

Title of policy, service, function, project or strategy

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

Lead Officer

People involved with completing the EIA

Step 1.1: Make sure you have clear aims and objectives

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

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

Step 1.2: Collecting your information

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

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

Step 1.3 – Is there a need to consult!

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

Equality Impact Assessment

We currently have a full Disability Access Audit conducted by EMBED and a smaller Accessibility survey conducted by 'The Marketplace and I' at Lancaster University. We also build upon work with groups representing those with a disability (Disability Advisory Group and Touch & See project for those with sight loss in conjunction with Lancaster University and Galloway's Society for the Blind). We are also building upon significant work around black histories looking at Lancaster's connection with the Slave and West Indies trades, the Abyssinia Campaign of 1868 (King's Own Royal Regiment Museum), the Windrush and Black Entertainers in Morecambe - working with the Lancaster Black History Group, the Facing the Past project, the Ethiopian Orthodox Church and Ethiopian community and the University of Central Lancashire. As part of the project we intend to consult with local communities (including all groups covered by the Equality Act) in order to deliver the project, including building improvements and to inform the new museum displays. In order to develop a Development Phase application we intend to undertake community consultation.

Step 1.4 – Assessing the impact

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

Age: Positive impact - improved accessibility for those with mobility issues (e.g lift) and those suffering particularly with dementia and sight loss. Improved public facilities (e.g public toilet). Museums have been shown to reduce incidences of dementia and depression in the over 50s
Disability: Positive impact - improved accessibility for those with mobility issues (e.g lift) and those suffering from neurodivergent disabilities. Improved public facilities (e.g public toilet). The lived experience of different disabilities will be represented within the displays
Faith, Religion or Belief: Positive impact through provision of a quiet space/prayer room. Different beliefs within local communities will be represented in displays.
Gender including Marriage, Pregnancy and Maternity: Positive impact - increased accessibility (e.g. lift) and public facilities (e.g. public toilets). Representation in the displays
Gender Reassignment: Positive impact through representation in the displays
Race: Positive impact through representation of black histories (including positive ones demonstrating black agency) within the displays.
Sexual Orientation including Civic Partnership: Click here to enter text.
Rural Communities: Click here to enter text.

Step 1.5 – What are the differences?

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

We are not directly discriminating

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

As part of the work to develop a Development Phase application to NLHF we will be conducting wide-ranging community consultation. This will include our Disability Advisory Group. If the Development Phase application is successful then the formal Development Phase of the project will involve further widespread consultation and engagement.

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

Equality Impact Assessment

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

The recommendation to develop the City Museums (prioritising the redevelopment of the City Museum) was taken by Cabinet in February 25 following a full Museum Service Review with assessment of 8 options for the future of the museums. The City Museum possessed the greatest potential for improvement - including physical accessibility to the building and public toilet facilities

Q9.
If
you

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

We will continue to develop our EDI work, following and developing our EDI action plan

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

This is a decision that is the first stage in a wider project. Impact and effectiveness will not be experienced at this stage except in terms of helping to make the project as effective and impactful as possible through consultation

CABINET

Lancaster City Centre Car Parking Strategy

08 July 2025

Report of Chief Officer Sustainable Growth

PURPOSE OF REPORT				
To consider the next steps in agreeing and approving the Lancaster City Centre Parking Strategy and Action Plan to give explicit policy support and further certainty to the achievement of the city council's car parking and wider social, environmental and economic 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 Lancaster City Centre Car Parking Strategy and Action Plan 2025–2028 (including its strategic aims, delivery framework, and implementation timeline) is approved.
2. A strategy review is progressed through 2027 including performance data, user feedback, and updates to delivery priorities.
3. Individual project decisions will return to the relevant authority (Cabinet/Portfolio Holder) where further staged approvals or funding decisions are required subject to correct governance and due diligence being in place.

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).

- 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 undertook further work and analysis on key elements in the draft strategy Action Plan to bring more certainty to the proposals to retain and enhance car parking and amenity within this strategic provision framework. A report was considered at Cabinet meeting in June 2025 (Minute reference 14) and significant resources agreed for proposals critical to the maintenance of the strategic provision in the short-to-medium term for the following:

- 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 surface parking provision options.

A revised Lancaster City Centre Parking Strategy was also requested to be considered at a future Cabinet.

1.4 The revised final Lancaster City Centre Parking Strategy and Action Plan has been completed which further defines the context and justification for these specific proposals to improve the city council's car parking portfolio. Approval is now sought for the Strategy to ensure the wider policy direction is explicit and forms part of the council's strategic policy framework.

2.0 Proposal Details

2.1 A detailed report on the consultation outcomes against the draft Lancaster City Centre Parking Strategy is attached in **Appendix 1**. 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.

2.2 The evidence provided in the consultation initially led to officers recommend consideration of increasing the strategic number of car parking spaces regarded as optimal for the city centre to between 1,400 and 1,500, with an ambition to achieve the higher number in the long-term. This arose from:

- Evidence / comment from the consultation around parking difficulties and space availability.
- The need to take account of parking permit current and future use.
- The lack of city council control over the major transport public improvement policy levers.
- Difficulty in judging timing and impact of future parking space demand drivers - either those potentially reducing demand (in the sense of policy action to mitigate number of car journeys) and those potentially increasing demand (for example general economic/housing growth and strategic interventions such as Eden Morecambe).

2.3 The revised Lancaster City Centre Parking Strategy is attached in **Appendix 2** It covers broadly the same areas as the draft strategy but with clearer format and focus to further give comfort that the economic health of the city centre can be maintained. It is a pragmatic strategy for city parking spaces provided by the city council to continue to meet general and peak demand periods for the immediate future.

2.4 It should provide further comfort to business and community stakeholders that the council impacts from any current and future proposed surface car park disposal policies. It also provides critical context, certainty, and impetus to improve and develop the council's asset management strategy. The policy proposes the following city council portfolio space availability for Lancaster.

- The council's current parking portfolio numbers 1,624 but with around 1,589 available for General Use when accounting for permit only spaces.
- Currently capacity has been reduced to 1,329 with the temporary closure of Castle Car Park.
- Portfolio changes as part of the Strategy Action Plan delivers 1584 General Use spaces.

Interventions	Space Numbers for General Use (By end of 2028 strategy period)			
By end of	2025	2026	2027	2028
Car park				
Kingsway	16	116	116	116
Edward Street extension	112	112	112	112
Castle car park reopening - Subject to landlord legals	0	287	287	287
Nelson Street	120	0	0	0
Edward Street 2	0	0	60	60
Moor Mills 4 - Evening, Weekends & Bank holidays only	100	100	100	100
Bulk St conversion to short stay	0	8	8	8
Upper & Lower St Leonardsgate.	203	203	0	0
Spaces following defined interventions	551	826	683	683
Base capacity as of May 2025 = 1329 General Use				
Overall Parking Numbers	1452	1727	1584	1584
Capacity Aim Lower ambition - 1,400 spaces	1400	1400	1,400	1,400
Difference	52	327	184	184
Capacity Aim Upper ambition - 1,500 spaces	1500	1500	1500	1,500
Difference	-48	227	84	84

- 2.5 The city council's resource allocations made in June - both capital and revenue projects – will ensure the council can meet the strategic space targets. Long term, further changes and decisions on release of sites and capital interventions will be considered against a review of the outcomes over the strategy period.

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 revised Lancaster City Centre Car Parking Strategy and Action Plan	Option 2: Approve the revised Lancaster City Centre Car Parking Strategy and Action Plan
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Advantages	<p>No advantages identified</p>	<p>Provides a clear policy framework for delivering an improved parking portfolio aligned with the council's broader goals on economic vitality, climate action, and housing.</p> <p>Provides a statement that can be considered within the context of regional decisions on local transport and movement policy / resources.</p> <p>Confirms support for previously agreed city council capital and revenue interventions.</p> <p>Provides an explicit response to the draft strategy consultation feedback and business/community concerns by confirming policy intent as well as active delivery.</p>
Disadvantages	<p>Fails to provide an explicit response to consultation and fails to provide a policy design . shape to feed into regional transport objectives and regeneration goals.</p> <p>Council does not further commit to evidence-based policy planning, which may erode trust in decisions.</p> <p>Creates uncertainty limiting strategic planning and reducing the council's ability to coordinate land use.</p> <p>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 and underpinning policy justification.</p>	<p>Commits the city council to ongoing review and monitoring of an approved Policy document.</p>
Risks/ Mitigation	<p>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"</p> <p>Impact on other council objectives and uncertainty.</p>	<p>Strategy Risks have been mitigated through the allocation of resources to deliver critical elements of the Strategy Action Plan.</p>

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. The strategy is a policy document which outlines controlled, 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 community, about the long-term provision of public parking, and general parking are understood. Through the revised Lancaster City Centre Car Parking Strategy and Action Plan, alongside ongoing work with county council, the issue will be addressed 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. An agreed strategic parking portfolio delivered as part of the revised Lancaster City Centre Parking Strategy provides critical 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.

A fuller equality impact assessment is provided in **Appendix 3** of this report

LEGAL IMPLICATIONS

Previous reports have considered the procurement and delivery aspects of the proposed parking improvements programme defined in the Action Plan.

The decision on the strategy's adoption/approval into corporate policy can be taken by Cabinet.

There are no further legal implications in adopting the document as corporate policy.

FINANCIAL IMPLICATIONS

There are no specific financial implications that arise from the adoption of the Lancaster City Centre Car Parking Strategy.

The main future financial implications in approving the Strategy lie in managing the cost/income impacts on the General Fund arising from any decision to remove or add city council car park assets across the city centre area over the next 15 years – in effect the balance between capital and revenue implications of any increased or reduced provision.

The assumption in the report is that any potential negative impact on the General Fund of removing car parking assets will not be a short to medium term concern given that enough capacity is believed to exist in the council car parking portfolio to absorb current car park users for most periods of time across the year. This would mean broadly that net income would be maintained against the physical space numbers suggested to be delivered over the Strategy period. When combined with the impact of potential capital receipts and potential efficiency savings the General Fund position is likely to be cost neutral with some car parking space loss.

The assumption in the report is that for any new (permanent or temporary) car parking provision a commercial business case would be put forward demonstrating that borrowing costs for capital expenditure (inclusive of any external funding) and ongoing revenue running costs would be balanced by overall car parking portfolio gross income with the potential to also deliver a net surplus. Any net cost of interventions would be considered in the balance of costs and benefits assessed in achieving council objectives. Such future business cases would be a matter for consideration as part of the progression of proposals into the council's future capital programme.

Previous reports have considered several areas of project development and capital provision in this way and are proceeding through the appropriate budget processes and protocols following Cabinet consideration and approval, subject to correct governance and due diligence being in place.

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 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

[Agenda for Cabinet on Tuesday, 3rd June 2025, 6.00 p.m. - Lancaster City Council](#)
(refer to agenda Item 14: Lancaster City centre Car Parking Portfolio Improvements – Design Development, Planning and Implementation.

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Lancaster City Centre Draft Car Parking Strategy Consultation Report



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1 Introduction

- 1.1 The council has recently agreed its Council Plan 2024-2027 which identifies a range of aims and objectives centred on the following themes:
 - *A Sustainable District* – centred on the theme of taking action to meet the challenges of the climate emergency.
 - *An Inclusive and Prosperous Local Economy* – building a sustainable and just local economy that benefits people and organisations
 - *Healthy and Happy Communities* – empowering and supporting healthy ways of living, and tackling the causes of inequality
 - *A Co-Operative, Kind and Responsible Council* - bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services.
- 1.2 A number of policy strategies, initiatives and actions delivering against these objectives are either already agreed and ongoing or are subject to further strategy and policy work. Ongoing work includes actions agreed to progress the Canal Quarter Masterplan (adopted by Full Council in July 2023), intended to enhance Lancaster's role in the local economy and boosting its housing, commercial, cultural and leisure offer.
- 1.3 Over the next 10 to 15 years, it is envisaged that key under-utilised sites and dereliction across the Canal Quarter area will be addressed, and development progressed for a mix of uses that will complement the existing town centre and provide for balanced place-making. Crucially, it was agreed that the council's preference was to put selected surface car parking assets to housing development, with a focus on the provision of affordable and social housing. The council has progressed early phase housing initiatives for specific surface car parks under this policy direction.
- 1.4 The Canal Quarter Masterplan (and its underpinning Canal Quarter Supplementary Planning Document) were subject to wide stakeholder and community consultation and Member scrutiny. However, in late 2023 Members responded to concerns raised by Lancaster's business community on potential implications of the progression of the Canal Quarter regeneration plan, which implies a long-term net loss of car parking in the area in favour of housing delivery.
- 1.5 The local business concerns were both strategic and specific:
 - Concerns were raised on the potential negative impact on the city economy and implications for city centre accessibility for those individuals/populations underserved by public transport and who depend on their car for business and leisure purposes.
 - The needs and customer base of specific businesses, particularly cultural sector and evening economy, whose customer base tend to rely on private car in the absence of other alternatives.
- 1.6 Balancing the need and demand for accessible parking with the city's goals for sustainable transportation is a complex and multifaceted challenge. The draft Lancaster City Centre Parking Strategy and Action Plan sought to both

address business concerns, enable progress on and facilitate city council and wider public policy objectives, and to move the issue of car parking provision to the centre of the sustainable transport and travel discussion.

- 1.7 In preparing the Strategy officers referred to a wide range of current policy documents. Reference has also been made to best practice including:
- Local Government Association – Travel Parking and Access toolkit
 - Department for Transport – Active Travel: local authority toolkit

2 Background and Methodology

- 2.1 The city council's public off-street commercial parking portfolio is one element of total publicly available car parking provision in the city centre. This includes private commercial provision, and both on-street parking and the Park & Ride (P&R) at the M6 junction 34 operated by Lancashire County Council.
- 2.2 The city's parking provision – and the city council's own role in it - has generally developed in an unplanned and ad hoc fashion. Multi-storey car parks (MSCPs), both private and publicly owned, are located centrally, being built alongside and to service major retail and commercial developments in the late 20th century. Public surface car parking provision is scattered in and around the edge of the city as a result of patchwork building demolition and, on the Canal Quarter, the mid-century public acquisition of buildings/land and clearance for an intra-urban highway scheme which never materialised. The P&R itself was initiated as part of the Bay Gateway plan to service Lancaster from the motorway but came with no supporting bus priority infrastructure along Caton Road.
- 2.3 City council provision is generally low to medium quality and structural repair requirements and maintenance issues are present in the council's existing MSCPs and surface car parking portfolio. The Castle car park is currently closed due to falling concrete. Major capital investment in the existing portfolio or new provision has not been considered in decades and the portfolio provides insufficient amenity for low emission modes such as electric vehicle charging or secure cycle storage.
- 2.4 The MSCPs offer poor customer experience, suboptimal vehicle ingress/egress, and confusing pedestrian circulation routes. The portfolio can be characterised as being in the wrong place – as it encourages polluting vehicle movement around the gyratory and city centre generally. However, from the point of view of pure accessibility and utility for the private car user – both for commuting and leisure purposes – the provision broadly functions well in spite of its quality shortcomings.
- 2.5 From an asset management perspective, the city council has mainly viewed the parking portfolio through a commercial lens, prioritising its role as a source of net income to support the range of city council statutory and non-statutory services. The role of car parking and public sector involvement in its provision, has not generally been considered against the wider objectives of either city council or any other public policy agenda. Perhaps surprisingly, approved sustainable transport and travel policy is relatively silent on where and how parking fits in with the district's future sustainable travel and transport vision.
- 2.6 The draft Strategy and Action Plan takes a view that car parking assets and the city council's role in provision should be treated the same as any publicly provided resource and considered for its role in meeting overall policy objectives under the remit of the ongoing Outcome Based Resource planning.
- 2.7 The Strategy did not consider income / revenue implications on the council's budget for 2 reasons (refer to Financial Implications):
 - Where additional capacity exists in the current portfolio, a decision to remove a car park can – up to a point and where there is capacity - be viewed as broadly neutral to the council's overall budget. Users (and their payment) can substitute to those underutilised car park spaces remaining in the portfolio. Surface car parking assets put to productive development will generate, to a lesser or greater extent, direct income (such as capital

receipt) and enable efficiency savings in management of the remaining portfolio mitigating any “leakage.” Removal of a car parking asset is therefore not a “zero sum game” for the council’s budget when considered against the wider portfolio of council commercial provision available.

- In providing new car parking, it is assumed that (permanent or temporary) provision would be broadly viable from a commercial business case perspective – that is, borrowing costs for capital build and ongoing running costs would be covered by gross income and potentially deliver a net surplus. There would be nuances and other considerations depending on the scale and type of provision envisaged, the proposed lifetime of the new asset provided, city council borrowing headroom and other cost/income variables.

2.8 However, accepting these general principles can allow Members and community/stakeholders to better consider the role of car parking in terms of its impact and contribution to wider objectives rather than having to focus solely on the city council’s budget and income imperatives.

2.9 The consultation sought to ascertain the views of residents, businesses and any other interested parties on the overall strategy and specific elements. The consultation asked respondents whether they agreed or disagreed with the strategy elements and provided opportunity for more general statements / comment. Generally, the council sought open responses. Closed questions control and limit the range of responses to provide quantitative data, open responses allow the freedom to outline specific issues and offer insight and knowledge of the main issues at hand. Respondents generally appreciate the opportunity to be candid their own words, knowing their opinions are going to be recognised and reviewed. Closed questions may be perceived as being leading, while open questions give respondents free rein inform, share, and provide context.

2.10 The council sought to engage with a wide range of individuals, communities, organisations, and stakeholders who may hold an interest in or may be affected by any redevelopment of the former Frontierland site. The consultation was conducted in several different ways to try and engage with the public and stakeholders. The following consultation methods were used:

- Briefings to all Lancaster City Members to enable them to confidently discuss the strategy site with their local communities and residents.
- Keep Connected, the council’s online consultation platform.
- Face to face consultation with specific Stakeholder groups who requested meetings: Lancaster Grand Theatre ; Lancaster Business Improvement District; Lancaster and Morecambe Chamber of Commerce.

2.11 The consultation was publicised widely using a variety of formats to try and reach as many people as possible. This included:

- Press releases to the local and regional news publications, both print and online.
- Social media.
- The council’s website via the news, Engagement Plan and Keep Connected pages.

- 2.12 Respondents were also asked to provide their postcode, with the option to omit 1 or more letters to allow their street to remain unknown. The consultation period ran from 11 March to 17 June 2024.

3. Key Elements of the Draft Strategy

- 3.1 The specific strategy elements that the council consulted on are listed below with an explanation after each as to what the objective is and what it is trying to achieve.

Key Facts: An overview of the evidence base on which the strategy relied

- 3.2 The city council's public off-street commercial parking portfolio is one element of total publicly available car parking provision in the city centre. This includes private commercial provision, and both on-street parking and the Park and Ride (P&R) at the M6 junction 34 operated by Lancashire County Council. The strategy contended there was good availability and surplus capacity observed at most times of the day / week / year enabling the majority of drivers to find a free parking space both at their convenience and for most times.
- 3.3 It was recognised however that officers are working with imprecise variables and information against an unplanned, poor-quality provision which is difficult to manage efficiently. Specific seasonal, school holiday and festival peaks put pressure on the portfolio, although little is done to mitigate or promote alternatives which could ease demand at these times. Some parts of the city centre portfolio are unpopular and underutilised (and vice versa), and the existing P&R and lack of bus priority and availability provides little incentive for its use in the face of broadly ample car parking provision for most car users.

Policy Framework: An overview of national, regional, and local transport, travel, and movement policy impacting on the way car parking is provided currently and in the future.

- 3.4 The strategy noted that sub-regional and local policy is visionary in its consideration of the future direction of travel and transport for the city. There is broad agreement and encouragement in policy for: reducing car use and penetration into and around the city centre; fewer city centre vehicle trips and substitution to public transport and sustainable modes; improving air quality, pedestrian amenity, and reducing accidents. However, the practical resources and a funded action plan to deliver against this policy agenda – and, crucially, what specific actions to be implemented and when they will be done – is less clear.
- 3.5 The levers and resources to deliver against the sustainable travel aims are generally outside of the control of the city council. Responsibility for strategy and major investment lies with Lancashire County Council as the local highway and transport authority with a major future role for improving public transport defined for the emerging Lancashire Combined County Authority. Specific reference to car parking provision and its current/future role in the economy and sustainable transport and travel agenda is largely absent. However, it is implied in policy that the current location and ease of availability and location of Lancaster city centre parking is

a major factor in facilitating congestion, harmful vehicle circulation, and does little to support alternative and lower emission travel modes.

Demand: Assessing the likely demand drivers for car parking in the future.

- 3.6 Car parking plays an important role in the city economy and accessibility particularly for less mobile/rural users and into the evenings where public transport options are limited or largely unavailable. Peak demand and use is broadly manageable with turnover largely allowing accommodation of vehicles without overt highway impact or impositions on driver utility. Accounting for future demand is complex due to the range of strategic, policy and local drivers in play. Increasing proportion of electric vehicles, use of mobile technology, adoption of autonomous vehicles sit alongside the broad policy agenda to “unclog” city centres and increase the number of trips made by low emission modes. Most vehicle trips to Lancaster (and therefore parking demand) are local in nature, originating from the LA1, LA2 and LA4 postcodes.
- 3.7 While this suggests there are opportunities for modal shift, strategic public transport improvements are likely to be achieved over the long-term rather than short/medium term. It is assumed that public transport options and quality of provision will improve but options to reduce flow volumes and car parking demand could prioritise “softer” car share and employer travel plan work as much as “hard” infrastructure to improve public transport priority. With county council / Combined Authority engagement, in the medium to long-term, public transport options will improve and contribute towards demand reduction. Ultimately, the continuing need for, and reliance, on private vehicles for many city visits into the immediate future must be accepted. As the various demand push and pull factors play out demand for city car parking is therefore expected to be relatively consistent and needs to be accommodated.

Supply: Assessing the likely supply drivers for car parking provision in the future

- 3.8 The existing council provision is an important, albeit not sole, element of wider city centre parking provision. The council has also taken on the role of parking provider more by accident than design. There are specific issues / costs associated with maintaining the existing MSCPs and surface car parking portfolio developing which need to be addressed for the long-term. The strategy acknowledges the need for a reasonable and optimal quantum of parking provision for the city’s needs but also notes that developing future permanent, higher quality, more sustainable parking solutions in better locations will be challenging.

Strategy Positioning: Explaining the “poles” or extremes of approaches to car parking policy

- 3.9 The strategy takes a position between and elements of both “Decide and Provide” and “Predict and Provide”. Incorporating measures that best meet overall council policy objectives without significantly impacting and actively assisting otherwise potentially competing wider public policy aims.

Key Aims: What the strategy aims to achieve

3.10 The strategy seeks to:

- Provide parking in the right locations reducing need for circulation/penetration into, through and around the city centre by private vehicles.
- Provide sufficient parking options to service the needs of the evening and cultural economy.
- Provide high quality and safe car parks (for both vehicles and users) which are attractive to customers.
- Ensure sufficient provision in good locations for blue badge holders, with a target of 6% as per Department for Transport recommendation.
- Promote the optimum use of land in support of the broad aims and objectives of city, county council, and other public policy objectives.
- Help inform transport strategy, development decisions, and planning applications. Manage peak car park use by promoting alternative options.
- Ensuring the permanent car park offer is fit for the future; particularly use of electric vehicles and provision for alternative modes (cycle parking/car share hubs) and active travel amenity such as secure cycle storage.
- Provide a short term (up to 2 years) medium term (up to 7 years) and long term (10 years) action focus.

Action Plan: The specific actions required in order to achieve the strategy aims.

3.11 The Strategy proposes the following:

Short to Medium Term

- The city council aims to provide a portfolio of 1,400 to 1,500 publicly operated off-street spaces to meet to provide sufficient capacity for current identified peak demand.
- Fixing/changing utility of parts of the council's existing Multi Storey Car Parks (MSCPs) and bringing back on-stream provision which is currently off-line (Castle car park)
- Temporary provision/replacement options developed and implemented while reflecting the aspiration for longer-term transport strategy improvements and permanent / better located car parking / transport hub provision planning
- Temporary edge of centre parking/movement solutions looked at to meet peak demands (e.g. for Festivals) and to encourage increased use of the existing P&R as "overflow"
- More efficient use of spaces by encouraging turnover and increased non-peak use to avoid "circulating" congestion on roads and waiting in car parks.
- Promotion of the use of modern technology for car parking payments

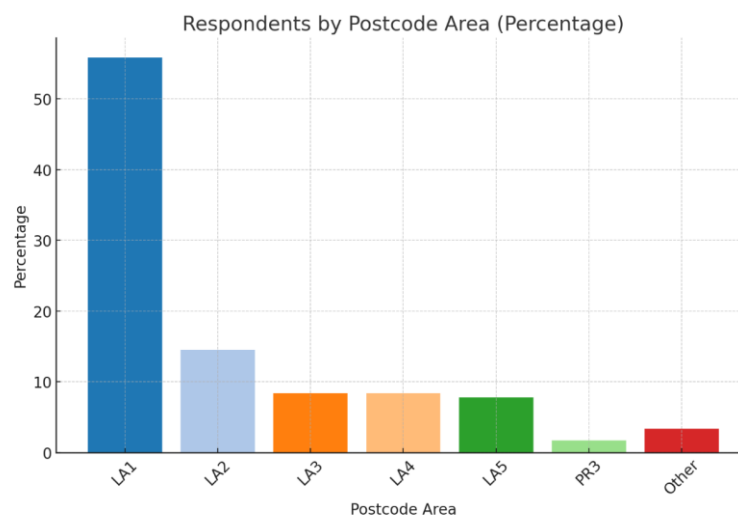
Long Term

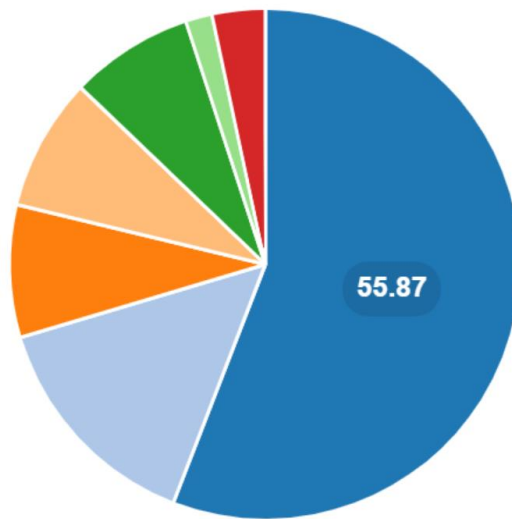
- Long term strategy for improved car parking provision and locations for city centre is agreed as part of wider public transport/alternative mode improvements and a strategic Lancaster Transport Vision
- Consider locations/business planning for replacement transport hubs/MSCPs at edge of centre locations

- Resolving strategic demand implications e.g. Eden Project Morecambe use of Park & Ride
- Implementing contingency plans for any economic/accessibility/ neighbourhood consequences of parking space loss
- Clarification of what role Canal Quarter land/uses to play in the strategic provision of car parking spaces (either in retention of land in current use for parking and/or as an area to locate new/replacement transport hub/MSCP provision)
- Ongoing and improved monitoring of car park usage to inform future decisions

4. Consultation Responses and Analysis

- 4.1 The Keep Connected webpage for the consultation received 1,731 visits. The total number of responses from all formats of consultation was 455. The survey questions received 195 responses alongside a total of 40 general email comments. Some respondents partly completed the questionnaire survey. In addition, some who completed the questionnaire gave separate email comments in addition.
- 4.2 The chart below shows the detailed postcode location of respondents, generally from Lancaster district postcodes. This is determined by the numeric value in the second part of the postcode. The greatest level of consultation responses was received from postcode areas closest to Lancaster city centre - the LA1 postcode area.





Key Facts Responses Summary

- 4.3 Some submissions expressed overall support for the car parking strategy, appreciating efforts to address parking issues and improve infrastructure. These commenters generally agree with the goals of reducing congestion, promoting alternative transportation, and enhancing urban planning. Conversely, other submissions outright reject the strategy, arguing that it fails to adequately consider the needs of car owners, especially in suburban and rural areas where public transportation is less viable.
- 4.4 Many respondents worry that increased parking restrictions and reduced availability of parking spaces will negatively impact their daily lives. This is particularly a concern for those who rely on cars for commuting and essential activities. There is significant concern about the potential financial burden of the proposed changes, including any potential for increased parking fees and fines. Some feel this disproportionately affects lower-income residents.
- 4.5 Several comments highlight implementation challenges, questioning the feasibility of the proposed measures. Issues such as the availability of alternative transportation options and the practicality of enforcement are commonly raised. Some submissions provide alternative suggestions, such as improving public transportation, creating more park-and-ride facilities, and increasing the availability of electric vehicle charging stations.
- 4.6 Proponents of the strategy emphasize the environmental benefits, such as reduced emissions and improved air quality. They support measures that encourage walking, cycling, and the use of public transport. Some comments also mention potential health benefits, including increased physical activity and reduced noise pollution.
- 4.7 There are concerns about the strategy's impact on disabled individuals. Commenters highlight the need for adequate disabled parking spaces and worry that new restrictions could limit accessibility for those with mobility issues. Similar concerns

are raised regarding older elderly people , with some submissions emphasising the need for greater focus on the mobility and accessibility needs of older adults.

- 4.8 Many comments focus on the potential negative impact on local businesses, particularly those in areas where parking is already limited. Business owners and supporters argue that reduced parking availability could deter customers and harm economic activity. There are also concerns about the impact on employees who rely on street parking, with some suggesting that inadequate parking options could affect workforce availability and productivity.
- 4.9 With regard to technology and infrastructure development some submissions suggest the use of smart parking technologies, such as real-time availability apps and automated payment systems, to improve efficiency and user experience. There is support for infrastructural enhancements, including better signage, improved lighting in parking areas, and the development of multi-level parking structures.
- 4.10 A significant number of comments advocate for improvements in public transportation as a complementary measure to the car parking strategy. Suggestions include expanding bus and train services, increasing frequency, and ensuring reliability. There is a call for better integration between the parking strategy and public transport planning to ensure a cohesive approach that genuinely reduces car dependency.
- 4.11 Several commenters feel that the consultation process was inadequate, urging for more community involvement and transparency in decision-making. There is a desire for ongoing dialogue and consideration of public feedback in the final strategy. Some submissions suggest that the public needs more information and education about the benefits and details of the strategy to gain broader support.

Summary of comments

The general comments on this section do not generally dispute the key facts but reflect a wide range of perspectives on strategy elements, from supportive to highly critical.

Key issues include the potential impact on residents, feasibility and effectiveness of any actions and solutions proposed environmental and health considerations, accessibility, economic implications, technological solutions, public transportation integration, and the consultation process itself. Addressing these concerns and incorporating constructive suggestions could help in refining the strategy to better meet the needs of the community.

Policy Framework Responses Summary

- 4.12 Many commenters argue that public transport in Lancaster and surrounding areas is inadequate, making car usage a necessity rather than a choice. They highlight the infrequency of services and the lack of suitable bus routes, particularly in rural areas, which forces residents to rely on cars.
- 4.13 There is a significant concern that reducing car parking availability in the city will negatively impact local businesses. Commenters believe that easy access to parking is crucial for encouraging people to shop and visit local attractions. Several comments emphasise that reducing car parking will deter visitors, harming local businesses and the overall economy. Some suggest introducing a more flexible parking permit system for employees and residents.

- 4.14 While some support the aim of reducing emissions and promoting sustainable transport, others feel that the current infrastructure does not support a significant shift away from car usage. The potential increase in congestion from drivers searching for parking is also noted as counterproductive to environmental goals.
- 4.15 The one-way system in Lancaster is frequently criticized for contributing to congestion. Many believe it exacerbates traffic problems rather than alleviating them. Improvements to traffic flow and the management of roadworks are suggested as priorities. The existing one-way system is a major point of contention. Commenters suggest that it complicates traffic flow and should be re-evaluated. There is also criticism of the current traffic light setup and the impact of roadworks.
- 4.16 There is support for enhancing cycling infrastructure and making public transport more reliable and accessible. However, the practicality of these measures is questioned, particularly for elderly, disabled, or those carrying heavy shopping.
- 4.17 Commenters note that public transport does not adequately serve the outlying areas and rural communities that rely on Lancaster for services. They suggest improvements in bus frequency and coverage. There is acknowledgement of the need for environmental sustainability but stress that practical alternatives to car usage are currently insufficient. They argue that the wider transport policy should be more balanced and consider the needs of all residents.
- 4.18 Effective implementation of the car parking strategy requires cooperation between the city and county councils. There is frustration that decisions and funding are often centrally controlled, limiting local action. However, a forward-looking approach is advocated, with some commenters suggesting that the policy should account for future changes, such as the increase in electric vehicle usage and the development of charging infrastructure.
- 4.19 There is a call for clearer communication and more straightforward documentation to ensure public engagement and understanding of the policy. Some feel that the strategy document and consultation is overly complex and difficult to engage with. The needs of specific groups, such as the elderly, disabled, and those with young children, are highlighted. Commenters generally seek that any reduction in parking should not disproportionately affect these groups.

Summary of comments
<p>The comments reflect a level of deep concern with practical implications of policy concerned with reducing car parking, the adequacy of public transport, and the overall impact on local businesses and traffic flow. While there is some support for environmental initiatives, many feel that the current infrastructure and current policy framework do not adequately address the practical realities faced by residents and visitors. Collaboration between the local authorities and clear, accessible communication are seen as essential for successful implementation of any new car parking strategy.</p>

Demand Responses Summary

- 4.20 Many respondents emphasized the necessity of maintaining existing car parks, particularly those near key locations like the Grand Theatre, to ensure accessibility

for people with limited mobility or disabilities. The proximity of parking facilities is crucial for the viability of cultural venues.

- 4.21 There is a strong sentiment that reducing car parking availability or increasing charges would negatively impact local businesses. High parking costs are seen as detrimental to the local economy, potentially discouraging visitors, and shoppers, thereby harming businesses. Some comments suggest that the cost of parking is already high and reducing available spaces without first improving public transport could further hurt the local economy.
- 4.22 Many comments highlighted the inadequacy of current public transport options, particularly in the evenings and in rural areas surrounding Lancaster. There is a consensus that public transport needs substantial improvements before any reduction in car parking can be considered feasible.
- 4.23 The reliability and convenience of public transport, especially for those with mobility issues or those traveling with heavy equipment, were questioned. Improvements in this area are deemed necessary to reduce dependency on car travel.
- 4.24 Some respondents agreed with the assessment of current parking demand but felt the medium and long-term projections were insufficient and should be revisited. There is a call for maintaining or even increasing car parking capacity to support future developments and attractions, like new shops or the Eden Project, which are expected to increase demand for parking.
- 4.25 The safety of alternative car parks, especially for women traveling alone at night, was a significant concern. Respondents stressed the importance of secure, well-lit parking options to ensure safety. Comments indicated that any strategy should consider the diverse needs of the population, including parents, the elderly, and disabled individuals who may not find alternative transportation options viable.
- 4.26 Car sharing and other alternative transport policies are seen as impractical for many due to busy lifestyles, weather conditions, and the geography of Lancaster..

There is a suggestion that lower parking charges could lead to increased council income by attracting more visitors. The comparison with cities like Oxford and York was deemed unrealistic given Lancaster's different economic draw and scale.

- 4.27 There is general dissatisfaction with any proposed reductions in parking capacity, and many believe these changes could lead to increased traffic congestion and pollution as drivers search for fewer available spaces. Respondents stressed the need for a well-thought-out strategy that incorporates feedback from all user groups, considering both quantitative and qualitative data on parking needs.

Summary of comments
<p>The general tenor of comments on the demand analysis is one of concern and scepticism. The comments reflect a strong preference for maintaining or even increasing the current level of car parking provision, primarily due to concerns over future demand, accessibility, economic impact, and the inadequacy of public transport. The safety and convenience of alternative parking and transport options were also major themes. Respondents urged the council to consider the diverse needs of Lancaster's residents and visitors and to improve public transport infrastructure before implementing any significant reductions in car parking capacity.</p>

There is also a call for a more nuanced and user-focused approach to the parking strategy, recognising the varied requirements and challenges faced by different demographic groups and to better understand the connected value of car parks to businesses. Underlying data should be refined and clarified as best as practical given the issues with monitoring existing car park use.

Supply Responses Summary

- 4.28 The public comments on the view of supply of car parking reveal diverse perspectives, with a predominant focus on concerns regarding the proposed changes, potential impacts on accessibility, economic considerations, and the balance between maintaining current parking provisions and developing future sustainable solutions.
- 4.29 Many respondents expressed scepticism about any the proposed reductions in car parking spaces, fearing it will negatively impact the city's accessibility and economic vitality. There is a prevalent concern that reducing parking will deter visitors, particularly affecting local businesses, the arts, and cultural venues such as the Grand Theatre and The Dukes. Specific worries include the potential inconvenience for those with limited mobility or disabilities if nearby parking spaces are eliminated
- 4.30 Several comments highlight the perceived economic drawbacks of reducing parking. Respondents fear that fewer parking spaces will lead to higher parking fees, discourage shopping and tourism, and further exacerbate the decline of the high street.
- 4.31 There is also a critical view of the pricing strategy, with suggestions to implement a more flexible payment system, such as paying on exit, to better match the actual use of parking spaces .
- 4.32 While there is some support for sustainable and long-term solutions, many comments indicate that current plans lack adequate details on how alternative parking options will be implemented or improved. There is a call for the council to provide clear, feasible alternatives before reducing existing parking spaces . The idea of using vacant spaces, especially those privately owned like at Sainsbury's or Lidl, for public parking during off-peak hours was suggested as a temporary solution.
- 4.33 Accessibility remains a significant concern, with repeated mentions of how central and conveniently located the current parking is and how it is crucial for the city's functionality. The suggestion to keep parking within walking distance of main attractions and services, rather than pushing for park-and-ride schemes, is frequently noted. Comments also stress the need for parking options that accommodate large events and daily activities without creating additional traffic congestion.
- 4.34 Some respondents questioned the criteria used to compare Lancaster's parking fees with other cities, arguing that the selected cities (Oxford, Cambridge, York) are not comparable due to their larger tourist volumes and well-established park-and-ride facilities. They suggest comparing with smaller cities like Ely or Kendal for a more accurate analysis.
- 4.35 There is a call for transparency regarding how parking revenues are used, with suggestions that funds should be reinvested into maintaining and improving parking

facilities rather than subsidising other budget areas. Questions were raised about the council's financial responsibility and the sustainability of parking income, particularly whether it is sufficient to cover maintenance costs without burdening taxpayers.

- 4.36 Comments indicate a need for integrated planning that considers housing development, job availability, and transportation infrastructure in conjunction with the car parking strategy. The idea of converting some parking spaces in the Canal Quarter into affordable housing was met with concerns about the overall impact on the city's infrastructure and economic growth. The sentiment that any development should not come at the expense of reducing essential services like parking was strongly emphasised .

Summary of comments

The public comments reflect concern about the practical implications of the proposed car parking strategy. The predominant attitude is cautious, with an emphasis on ensuring that any changes do not undermine Lancaster's accessibility, economic health, or quality of life for its residents and visitors. There is a clear demand for more detailed plans, transparent use of funds, and a balanced approach that includes both sustainable solutions and the preservation of adequate parking facilities.

Strategy Positioning Responses Summary

- 4.37 Many respondents believe the strategy does not adequately address the unique needs of Lancaster and feels more suitable for a larger city. There is a call for a more integrated and planned solution rather than reactive measures.
- 4.38 The language used in the strategy is criticised for being overly complex and filled with jargon, making it difficult for the average resident to understand.
- A significant concern is the potential negative impact on local businesses. Many fear that reducing car park availability will drive shoppers and visitors to other cities like Kendal, Preston, or Manchester, harming Lancaster's economy. Specific concerns are raised about the closure of St. Leonardsgate car parks, which are essential for accessing local businesses and cultural venues like the Lancaster Grand Theatre.
- 4.39 There is strong opposition to any wholesale shift towards app-based payments for parking, as it disenfranchises elderly and less tech-savvy individuals. However, a preference for contactless card payments is also expressed.
- 4.40 The strategy's focus on reducing car usage is seen as neglectful of those who rely on cars due to mobility issues or the lack of adequate public transport options. Respondents argue that any reduction in car parking must be accompanied by significant improvements in public transport. There is a call for better rail services and consideration of new transport solutions like trams. The current public transport infrastructure is deemed insufficient to support a major shift away from car usage.
- 4.41 While some support the environmental goals of the strategy, there is scepticism about the approach. Critics argue that raising parking charges to discourage car use might hurt the local economy without necessarily delivering the intended environmental benefits. There is a suggestion to designate central car parks for electric vehicle (EV) charging to promote greener alternatives.

- 4.42 Many feel that the strategy prioritizes council policies over the needs and preferences of the residents. There is a sentiment that the public's opinions are not being adequately considered. Some respondents express frustration with the consultation process itself, feeling that their feedback is ignored or undervalued.
- 4.43 Several comments include practical suggestions, such as implementing more multi-story car parks to maximize space, maintaining, and upgrading existing car parks, and ensuring cheaper and more accessible parking options. The idea of allowing overnight parking for motorhomes to attract tourists is also mentioned.
- 4.44 There is a call for the council to be more cautious with its assumptions about future needs and habits, advocating for a balanced approach that includes short-term and medium-term solutions. Respondents stress the need for the council to improve infrastructure and services before making significant changes to parking provisions.

Summary of comments

The overall response to this section is predominantly negative, with strong sentiments about preserving car parking facilities and enhancing rather than restricting access to the city. The public's primary concerns revolve around the economic impact, accessibility, and practicality of the proposed changes. There is a clear call for a more transparent, inclusive, and well-communicated strategy that genuinely reflects the needs and preferences of Lancaster's residents and businesses. The feedback emphasizes the importance of balancing environmental objectives with economic viability and social inclusivity. The general tenor of the comments indicates respondents feel the strategy is too "policy" led and driven by ideological concerns and too heavily weighted against "predict/provide" pole of policy.

Key Aims Responses Summary

- 4.45 Many commenters express concern that reducing parking in central locations will increase traffic congestion rather than alleviate it. For example, the proposed closure of St Leonardsgate car parks is particularly contentious, with fears that it will lead to more cars circulating in the one-way system.
- 4.46 There is a strong sentiment that out-of-town parking hubs need to be developed before any city centre parking is reduced to prevent driving visitors away. The need for sufficient parking to support the evening and cultural economy, particularly for venues like the Grand Theatre, is highlighted. Commenters argue that without nearby parking, venues may see a decline in attendance, especially from those with limited mobility. The strategy should ensure easy access to evening and cultural activities to avoid negative impacts on these sectors. Ensuring sufficient parking for blue badge holders is seen as crucial, with a focus on maintaining accessibility close to key destinations.
- 4.47 There are concerns that the needs of disabled and less mobile residents and visitors are not adequately addressed in the current plans. While there is support for high-quality and safe car parks, there is concern about the feasibility and funding of such

improvements. Some commenters suggest that current proposals focus too much on long-term goals without clear short-term improvements.

- 4.48 Several responses indicate scepticism about whether regeneration plans genuinely align with broader public policy objectives, suggesting that the plans seem more focused on council needs than those of residents and businesses. The impact on local businesses, particularly small businesses, and shops, is a recurring concern, with fears that reducing parking will hurt their viability.
- 4.49 There is a call for a clearer connection between the parking strategy and the overall transport strategy. Some feel that current public transport options are inadequate, particularly for evening travel, which makes reliance on cars necessary. Specific suggestions include improving public transport before making significant changes to car parking availability.
- 4.50 The promotion of alternative options such as Park and Ride is supported in principle but criticised for not being practical or adequately developed yet. Commenters urge that these alternatives need to be in place and functional before any reduction in city centre parking is implemented.
- 4.51 Support exists for future-proofing car parks with facilities for electric vehicles, cycle parking, and car share hubs. However, some responses highlight the need for these initiatives to be realistic and backed by sufficient investment. There is a strong call for more immediate actions to improve current infrastructure rather than focusing too much on long-term solutions.
- 4.52 Commenters frequently express doubts about the feasibility and practicality of the proposed timelines for short, medium, and long-term actions. There is concern that the plans are overly ambitious given current budget constraints and that they might not deliver timely results.

Summary of comments

Some respondents support the aims in principle but with significant reservations about implementation, timing, and the potential negative impact on local businesses and cultural venues. Many are sceptical of the council's ability to deliver on these aims and criticise the lack of detailed plans and financial transparency. Concerns about the strategy harming local businesses and increasing congestion are common. There is a strong desire for practical, immediate solutions that improve the current situation without causing undue disruption. Suggestions include developing out-of-town parking hubs first and ensuring public transport is a viable alternative before reducing city centre parking. Overall, the public comments reflect a cautious and critical stance toward the draft Aims, emphasising the need for a balanced approach that considers the immediate needs of residents, businesses, and cultural institutions alongside long-term goals.

Action Plan Responses Summary

- 4.53 A significant number of responses strongly object to the proposed closure of car parks, especially those near key locations like St Leonardsgate and The Grand Theatre. Concerns focus on the negative impact on local businesses, accessibility for people with mobility issues, and the viability of cultural venues. Many respondents fear that reducing car parking spaces will harm local businesses by deterring visitors,

particularly those who drive. There is a concern that the reduced parking will decrease footfall, negatively impacting the high street economy and potentially leading to business closures.

- 4.54 Numerous comments highlight the inadequacies of the current public transport system, noting that it is not a viable alternative to car travel due to issues like limited routes, infrequent services, and high costs. Many respondents call for substantial improvements in public transport infrastructure before any reduction in car parking is implemented. There is a strong call for maintaining affordable and accessible parking options. Respondents argue that high parking fees and limited spaces will discourage people from visiting the city centre, exacerbating economic challenges for local businesses.
- 4.55 Some responses suggest promoting car sharing, improving Park & Ride facilities, and developing other forms of transportation like trams or more frequent bus services. However, there is scepticism about the practicality and effectiveness of these alternatives given the current infrastructure.
- 4.56 Several comments criticize the consultation process itself, describing it as confusing, poorly communicated, and not reflective of public opinion. There is a perception that the council is not genuinely considering the views of residents and businesses.
- 4.57 Some respondents support the plan's environmental goals but stress the need for a balanced approach that does not undermine the city's economic health. There are also calls for more evidence to support the environmental benefits of the proposed actions.
- 4.58 Some comments address the potential use of modern payment technologies for parking, emphasizing the need for user-friendly systems that do not exclude those without smartphones or those who face difficulties with digital payments. Respondents highlight the need for a phased approach where immediate parking needs are met while gradually implementing long-term transport solutions. There is a call for more immediate action on public transport improvements rather than waiting for long-term policies to take effect.

Summary of comments

<p>The predominant sentiment is one of caution and scepticism, with a demand for a more pragmatic and balanced solution that considers both environmental and economic impacts. There are several negative responses, with many expressing strong objections to any proposed reduction in car parking spaces. Concerns are primarily focused on the potential negative impacts on local businesses, accessibility issues, and the inadequacy of alternative transportation solutions. There is a call for pragmatic solutions that balance environmental goals with economic realities. Many respondents urge the council to reconsider the plan's feasibility and to ensure that any changes are supported by robust infrastructure and realistic alternatives.</p>
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<p>While there is some support for reducing car dependence, it is contingent on significant improvements in public transport. Respondents emphasise that without a reliable and affordable public transport system, reducing car parking spaces will likely lead to greater inconvenience and economic downturn. There is a level of distrust expressed towards the</p>

council's consultation process, with many feeling that their concerns and suggestions are not being adequately addressed or considered.

5.

General / Miscellaneous and Email comments

- 5.1 The general email and miscellaneous comments raised represent a broad consolidation of the themes and attitudes raised in the body of responses to the key elements of the Draft Strategy. Comments reflect a wide range of concerns and suggestions from residents, business owners, and other stakeholders. The feedback highlights issues related to accessibility, economic impact, technological inclusivity, and environmental sustainability. Below is a summary of the main themes and attitudes expressed in the comments. Key themes include
- **Accessibility and Mobility:** Many comments stress the importance of maintaining accessible parking at the right locations, particularly for elderly and disabled individuals. The potential removal of central car parks, especially near cultural venues like the Grand Theatre, raised significant concerns about accessibility for those with mobility issues. There are specific requests for maintaining or improving blue badge parking and considering the needs of people who rely on cars but do not qualify for a blue badge.
 - **Economic Impact:** A recurring theme is the potential negative impact on local businesses if car parks are reduced. Commenters argue that convenient parking is crucial for sustaining the economic vitality of the city centre especially for retail and hospitality sectors. Some business owners expressed concerns that increased parking costs and reduced availability would deter customers and potentially lead to a decline in business.
 - **Technological Inclusivity:** There is apprehension about the push towards modern technology for car parking payments. Several comments highlight that not everyone, especially older residents, is comfortable using smartphone apps or other digital payment methods.
 - **Public Transport and Alternative Modes of Transport:** While there is support for improving public transport and cycling infrastructure, many feel that current public transport options are inadequate, especially for evening use and for those living in rural areas. Suggestions include enhancing park-and-ride facilities, providing secure and high-quality cycle parking, and ensuring reliable and frequent bus services.
 - **Environmental and Long-term Planning:** Some comments support the strategy's environmental goals, such as reducing congestion and promoting sustainable transport. However, there is also concern about the practicality and timeline of these goals. Suggestions for environmental improvements include adding solar panel roofing to car parks and ensuring that any new developments are balanced with the need for accessible parking.
 - **Practical Suggestions and Criticisms:** Numerous practical suggestions were offered, such as developing multi-story car parks at strategic locations, improving traffic flow with better roadworks planning, and ensuring that any reduction in parking capacity is matched with adequate alternatives. There are criticisms about the consultation process itself, with several commenters finding the online form difficult to navigate and expressing frustration with technical issues, leading to frustration, and potentially limiting feedback.
 - **Safety and Security:** Safety concerns were highlighted, particularly regarding the need for well-lit and secure parking facilities for evening use. The fear of vandalism and theft of bicycles was also mentioned, indicating a need for robust security measures.

5.2 Specific issues and suggestions raised include:

- *Motorhome Provision:* There is a call for better provision for motorhomes, with suggestions to allow overnight parking to boost the local economy, especially the night-time economy.
- *Short Stay Parking:* Some commenters requested short stay free parking in the evenings to facilitate quick trips to pick up takeaways or run brief errands.
- *Event Parking:* The importance of maintaining parking near cultural venues like the Grand Theatre was emphasized, with concerns that reducing these facilities would hurt attendance and volunteer participation.
- *Data Accuracy:* There were complaints about the accuracy of the data used to justify any changes to parking provision, with calls for more up-to-date and comprehensive analysis.

Summary of comments

<p>The general comments on Lancaster's draft car parking strategy reveal an array of concerns and suggestions. While there is some support for the strategy's environmental and sustainability goals, there is significant apprehension about its potential impact on accessibility, local businesses, and the practicality of public transport alternatives. The feedback underscores the need for a balanced approach that carefully considers the diverse needs of the community while working towards a more sustainable and accessible city transport system.</p>
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6. Stakeholder Reports, Submissions, and Workshop Outcomes

- 6.1 The stakeholder event invited a limited number of representatives from community organisations and local businesses to events.

Lancaster Footlights & Grand Theatres CIO

The workshop engagement and submissions from Lancaster Footlights cover a number of topics and can be summarised as follows:

- **Potentially Inaccurate Data and Misleading Conclusions:** The theatre challenges the statement that there is "good availability and surplus capacity" in car parks, based on their experience of frequent parking difficulties during performances, especially on weekends and in December. The data used to support the strategy is considered low quality and outdated, failing to include sales from the RingGo app (*author's note: it should be noted that data does include Ring Go app sales although Ring Go permit purchases use is not included as these could be used in any car park at any time*), and other important factors like broken ticket machines and car sitting, potentially leading to significant underreporting of parking demand.
- **Impact on Theatre Operations and Accessibility:** The theatre reports frequent complaints and refund requests due to parking difficulties, particularly affecting those with accessibility needs who may not qualify for a disabled badge. The proposed closure of nearby car parks is seen as a direct threat to the theatre's viability, with a large percentage of guests stating they would be unlikely to visit if they could not park close by.
- **Need for Integrated and Smart Transportation Solutions:** The response highlights the lack of smart monitoring, signage, and an integrated transport plan, which exacerbates the parking issues. The theatre supports the development of modern payment methods, intelligent transportation systems, and wayfinding improvements, which are missing from the current strategy.
- **Disproportionate Impact on Vulnerable Groups:** The removal of car parking spaces is seen as discriminatory against those with accessibility needs and residents from rural areas. The strategy lacks equality and economic impact assessments, crucial for understanding the broader implications of the proposed changes.
- **Support for a Balanced and Realistic Approach:** While supporting the vision of addressing the climate emergency and providing affordable housing, the theatre argues that the strategy is too abstract and idealistic given the available resources and timescales. A more balanced, measured, and phased approach is recommended, ensuring that short and medium-term measures are successful before making drastic changes.
- **Concerns Over Immediate Implementation:** The theatre contends that the immediate reduction of over 300 parking spaces by 2026 is premature and not justified by the available evidence. There is a call for a more prudent approach, allowing improvements to take effect and measuring their impact before making further reductions in parking spaces.
- **Call for Specific Actions and Revisions:** The theatre requests the inclusion of ongoing equality and economic impact assessments, and an option to reverse the closure of car parks if the action plan fails. There is a need for tangible compensatory provisions for the imminent closure of key car parks serving the theatre.

LF> also undertook a survey from their database of individual theatre users/supporters which 740 responses with the following themes and issues raised.

- **Essential Nature of Car Parks:** Many respondents emphasised that car parks, specifically St Leonardsgate, are essential for frequent visits to the theatre. The availability of nearby parking is seen as crucial for the accessibility and convenience of attending performances. A significant number of comments highlight that the removal or reduction of car parks would negatively impact their ability to attend theatre events. Concerns include potential lateness, missing shows, and overall decreased attendance.
- **Economic Concerns:** Respondents frequently mentioned that reducing car parking would hurt local businesses and footfall in the area. There is a fear that people will choose alternative locations if parking becomes too difficult.
- **Security and Safety:** Several responses noted that alternative parking options feel less secure and are perceived as being too far from the theatre. The proximity and perceived safety of the current car parks are important factors for attendees.
- **Public Transport Limitations:** Comments also pointed out the inadequacy of public transport, especially after 10pm making car parking essential for evening performances. The lack of reliable public transport options is seen as a major barrier to reducing car dependency.
- **Broad Criticism of Parking Strategy:** There is criticism of the proposed parking strategy, with many expressing frustrations over the potential negative impacts on the theatre and the city in general.

Total responses: 1,251 with an age distribution predominantly 30-49 years old (45%), followed by 50-69 years old (35.2%). Majority completed the survey after their visit (73.3%). Key results include:

1. Mode of Transportation:
 - Car: 94.2% to the theatre and 94.5% home.
 - Walk: 4% to the theatre and 3.4% home.
 - Public transport (bus, park & ride, etc.): Less than 1.5%.
2. Favoured Parking Locations:
 - Lower and Upper St Leonardsgate: Over 94%.
 - Other locations: Less than 6%.
3. Impact of Car Park Availability:
 - Average impact rating if car parks next to the theatre were not available: 6.3 (on a scale from 1 to 7).
 - Likelihood to still visit if car parks were not available: Average rating 2.9 (on a scale from 1 to 7).
4. Public Transport Feasibility:
 - Unable to use public transport: 66.2% to the theatre, 80.5% home.
 - Could use public transport: 20.5% to the theatre, 7% home.
5. Accessibility Needs:
 - Respondents with accessibility needs: 39.9%.
6. Time of Performances:
 - Evening shows: 89.4%.
 - Afternoon shows: 10.2%.

It is contended that LF> would require a total of 158 car parking spaces based on a typical performance attendance (460 guests, 25 performers, 10 crew, 10 volunteers, 5 staff) and the average vehicle occupancy (3 persons per vehicle).

- *Proximity*: Parking should be close to the theatre, essential due to accessibility needs and weather concerns.
- *Accessibility*: Parking and pedestrian routes must have suitable surfaces, compliant gradients, appropriate widths for entrances and exits, safe road crossings, and assistive signage.
- *Safety*: Adequate signage and lighting in parking areas and along routes to the theatre. Routes should avoid areas of anti-social behaviour and ensure user safety, especially for vulnerable groups.
- *Space Size*: Adequate space for larger, adapted vehicles for users with additional needs.
- *Type of Spaces*: Consideration for coach parking.
- *Opening Hours*: Parking should be available until at least 23:15 to match theatre

Summary of LF> comments

Lancaster Grand Theatre's response is one of constructive criticism. The theatre acknowledges the importance of wider council regeneration and environmental goals and the need for affordable housing but stresses that these should not come at the expense of the local economy and accessibility. The response calls for a realistic, evidence-based approach that takes into account the actual needs and experiences of the community. The theatre emphasises the need for integrated solutions, modern infrastructure, and a phased implementation to ensure the strategy's success without undermining local businesses and cultural institutions.

The overall attitude of the user survey responses is predominantly negative towards the car parking strategy. Respondents are concerned about the practical implications of reduced parking availability, including the potential decline in theatre attendance, economic repercussions for local businesses, and issues related to safety and convenience. The responses reflect a strong preference for maintaining or improving the current parking provisions to support both the theatre and the wider community.

The engagement has provided valuable and nuanced insight into the current reliance on car parking by theatre attendees, highlighting significant concerns about the availability of parking and the feasibility of public transport alternatives.

Lancaster and Morecambe Chamber of Commerce

The workshop engagement reviewed the document systematically, covering a several areas of concern and policy summarised as follows

Restrictions: Concerns arise about increased parking restrictions and reduced availability impacting daily business life, particularly for those relying on cars. Potential increased parking fees and fines are seen as disproportionately affecting business interests.

Environmental Considerations while understanding need for reduced emissions and improved air quality this must be generate through improving public transportation, creating more park-and-ride facilities, and increasing electric vehicle charging stations.

Accessibility Issues Worries about the strategy's impact on business employee / recruitment and the need for adequate business fleet parking. Fear that reduced parking will deter customers, harming economic activity. Real-time availability apps and automated payment systems would assist efficiency in space use.

Public Transportation Integration The group supports improvements in public transportation but calls for better integration between the parking strategy and public transport planning. Suggestions include for more engagement.

Specific Strategy Points:

- **Policy:** Inadequate public transport forces reliance on car, reducing parking availability could harm local businesses, and practical alternatives to car usage are currently insufficient. The one-way system is seen as contributing to congestion. Effective strategy implementation requires cooperation between business and both city and county councils.
- **Demand:** Stressed Importance of maintaining existing car parks for business use although increasing charges could hurt local businesses.
- **Supply:** Fear that reducing parking will negatively impact accessibility and economic vitality. Higher parking fees and reduced parking could deter shopping and tourism and need to ensure clear, feasible alternatives before reducing existing parking.
- **Strategy Positioning:** while drawing on best practice the strategy should address Lancaster's unique needs and situation.
- **Key Aims:** that reducing central city parking will increase congestion rather than mitigate and that sufficient parking needed to support evening and cultural activities. Supports high-quality car parks but concerns about feasibility and funding.
- **Action Plan:** Maintaining affordable and accessible parking is crucial.

Lancaster Business Improvement District

The workshop engagement with Lancaster BID covered a number of topics and can be summarised as follows:

Economic Importance of Parking: There's a strong concern that reducing car parking capacity in the city centre will have a long-term detrimental effect on business viability, potentially leading to closures and further economic decline.

Concerns around data collection and interpretation: Lancaster BID criticised the data used to show capacity, use and perceived space availability across the individual car parks. The documented difficulties in assessing use of car parks and caveats were recognised, but it was suggested a mechanism to assess the impact of permit parking should be introduced as well as discounting disabled spaces from the strategic analysis as these cannot be considered to be "available for general use."

Lancaster BID note peak parking demand and space availability on average days is more difficult than the basic overall day/week demand analysis suggests. This leads to increased circulation around the gyratory for drivers searching for a space, lateness for appointments and complaints. In addition, evening use in particular for cultural venues is important and needs factoring into considerations of strategic numbers of spaces available and location

Employees and Recruitment The importance of parking for staff /employees, particularly for evening economy was stressed. While not within scope of the draft strategy the group was keen to stress the feeling that price of parking was an issue for employer/employees as well as customers.

Business Users Businesses who operate vehicles stressed that certainty of space availability and problems with fleet finding spaces during the working day.

Comprehensive Planning: Advocacy for a balanced, data-driven approach that integrates parking strategy with broader economic and transport plans.

Call for Improved Public Transport and Infrastructure: The business group supports the development of alternative transportation but stresses that public transport improvements must precede or coincide with any reduction in car parking.

Totally Local Lancaster CIC

Inadequate Consideration of Current Economic Conditions: The business group argues that the strategy does not sufficiently account for the ongoing economic hardships, such as the lingering effects of COVID-19 and the cost-of-living crisis, which have left businesses financially vulnerable. The need for immediate and pragmatic support for businesses, rather than long-term, uncertain plans, is emphasised.

Outdated and Insufficient Data: The response criticizes the use of outdated data in the draft strategy, with traffic volume data from 2014 and survey comparisons from as far back as 2017 and 2019. It is argued that this data does not reflect the current realities post-pandemic and post-Bay Gateway opening, thus undermining the strategy's credibility and relevance. Analysis is included which contends that certain businesses have a heavy reliance on car borne customers.

Concerns About the Canal Quarter and Eden North Projects: There is a call for the car parking strategy to be integrated into the Canal Quarter redevelopment and Eden North project, rather than treated in isolation. The expected influx of visitors from Eden North (720,000 extra annually) necessitates robust car parking solutions to prevent additional strain on existing infrastructure.

Call for Improved Public Transport and Infrastructure: The business group supports the development of alternative transportation but stresses that public transport improvements must precede or coincide with any reduction in car parking. The current public transport system is deemed inadequate to support the transition away from car dependence.

Proposed Solutions and Recommendations: The response suggests the construction of two multi-storey car parks at the northern and southern entry points to the city, which would help protect businesses and manage footfall more effectively. This approach is seen as a way to eventually release some surface car parks for housing development, while reducing traffic congestion and CO2 emissions through a well-distributed parking strategy.

Summary of Business Group Workshop/Submissions

The views are predominantly critical but constructive. The business groups acknowledges the importance of addressing climate change and supports initiatives that would reduce CO2 emissions. However, there is a strong insistence that the economic

realities and immediate needs of the business community must be prioritized to avoid exacerbating current financial strains. The group calls for a balanced and phased approach that integrates comprehensive, up-to-date data and robust planning to ensure that the business environment in Lancaster remains viable and vibrant. In conclusion, while the business groups is open to collaborative planning and recognises the potential benefits of long-term strategies, it believes that the current draft car parking strategy needs significant revisions to align with the immediate economic needs and realities of Lancaster's business community.

Change.Org Petition

While an official submission has not been made the council is aware of an on-line petition conducted through the website Change.Org entitled "Save Lancaster City Centre Car Parks" which has been set up and promoted by city centre businesses. The petition introduction strongly opposes any proposal to close car parks without a clear transport strategy, highlighting several concerns:

1. **Economic Impact:** Closure of car parks is expected to drastically reduce footfall, leading to the closure of many businesses and significant job losses, negatively affecting the local economy.
2. **Accessibility:** The current Park and Ride system is inadequate and poorly managed, which would make access to the city centre difficult.
3. **Council Accountability:** The city council and officers are criticised for showing "selfishness," "lack of integrity," and "poor leadership" and accused of a lack of transparency / engagement with the business community.
4. **Alternative Solutions:** Contends that the council owns properties that could be used for social housing without sacrificing parking.
5. **Call to Action:** The petition urges the public to sign and demand a halt to car park closures until a comprehensive transportation plan is developed.

The petition stresses the need for public support to protect local businesses and maintain the vitality of Lancaster's city centre. At the time of writing the petition has 202 signatories.

Need for parking strategy alignment with the Canal Quarter and Eden North projects.
Public Transport: Support for improvements but stressed they must precede parking reductions.

7. Discussion and Potential Strategy Implications

- 7.1 The consultation received a good response from the community and stakeholders and demonstrates that people have been informed about the issues and considerations for ongoing review of car parking in Lancaster. In addition to the large number of people accessing the dedicated Keep Connected webpage, there has been widespread coverage in local, regional, and national news publications, both print and online.
- 7.2 To ensure that the engagement and consultation reached a wide audience they were conducted in a variety of ways. While most of the responses received were online, there were several stakeholder in-person events/workshops.
- 7.3 The open survey questionnaire responses provide a good qualitative and quantitative information base to consider the next steps. The consolidated public consultation responses on Lancaster's draft car parking strategy present a predominantly critical and concerned community perspective. The main themes and conclusions drawn from the various sections of the feedback, and some potential actions and implications for future draft strategy iterations are as follows

- **Opposition and criticism** Some respondents appreciate efforts to address parking issues, reduce congestion, and promote alternative transportation. Most however argue the strategy neglects the needs of car owners, particularly in suburban and rural areas where public transportation is insufficient. However, it is accepted in the draft strategy that public transport will take time to improve and there is a need to maintain an optimal number of publicly available car parking spaces.
- **Comprehensiveness of Data** Language used when describing the caveats and issues with the parking demand use data has caused some confusion. The data used in the strategy does include general RingGo app payment use but does not include "session/permit" parking (which allow use in Morecambe / Lancaster and at all times over a certain period of time depending on the period purchased. It is not considered permit parking has a significant impact on strategic capacity / use, but there needs to be an estimate of impact on space to address concerns.

From the number of responses many respondents note peak parking demand and space availability on average days is more difficult than the basic overall day/week demand analysis suggests. This leads to increased circulation around the gyratory for drivers searching for a space. In addition, evening use in particular for cultural venues is important and needs factoring into considerations of strategic numbers of spaces available and location.

Review and improve data, new evidence on reported parking difficulties and this may lead to consideration of increasing the strategic number of car parking spaces regarded as "optimal" for the city centre from the figure identified in the draft strategy.

- **Accessibility:** Worries about the impact on disabled individuals, the elderly, and those reliant on cars for essential activities, particularly related to geographical locations of any proposed replacement car parks. Lancaster is a relatively small city and, while accepting there may be some users with mobility issues but ineligible for Blue Badge, the main public parking provision will by necessity be located on the periphery. Walking routes from

car parks to destinations should be safe and secure. Lancaster is a relatively small city and, while accepting there may be some users with mobility issues but ineligible for Blue Badge, the main public parking provision will by necessity be located on the periphery. Walking routes from car parks to destinations should be safe and secure.

- Should the council progress with either or both temporary parking options more certainty on location and feasibility of new parking provision and new green transport / MSCP hubs is a priority.
- **Connected Value** While price of parking is outside of the scope of the consultation it is clear that the business community places value on the city centre as a location but only as accessibility and availability of car parking spaces allows for employee and business use. There are potential opportunities to review parking pricing/category of use in relation to location to deliver more certainty to business users
- **Public Transport Adequacy:** While public transport issues are outside of the scope of the consultation current public transport options are agreed to be insufficient, especially for rural areas and evening travel into Lancaster.
- **Implementation Feasibility:** Scepticism about the practicality and effectiveness of proposed measures, including enforcement and technological inclusivity need to be overcome. Should the council progress with its Action Plan measures - either or both temporary parking options more certainty on location and feasibility of new parking provision and new green transport / MSCP hubs is a priority.
- **Consultation Process:** Some criticism of the consultation material is valid although general email comments on the whole document could have been submitted. There is a need to review and check future document and consultation material on the car parking strategy for greater clarity and ease of use. Policy needs to be supported by an Equality Impact Assessment.

8. Next Steps

- 8.1 This summary document encapsulates the main issues and attitudes expressed during the consultation, reflecting a demand for a cautious, inclusive, and well-communicated approach to developing Lancaster's city centre parking strategy.
- 8.2 The consultation highlighted the complexity of balancing parking needs with transport and other council goals. The feedback calls for:
 - A phased, pragmatic approach.
 - Improved data collection and analysis.
 - Enhanced communication and transparency in the consultation process.
 - Integration of parking strategy with broader city planning and transport initiatives.
- 8.3 The council needs to refine the strategy, and implementation plans and will prepare a revised draft strategy and action plan for consultation.

Appendix A: Summary of Consultation Responses

Refer to separate document (to be published separately)

- (i) Questionnaire Analysis
- (ii) Email response analysis

Appendix B: Detailed Stakeholder Responses

Refer to separate document (to be published separately)

- Grand Theatre
- Lancaster BID
- Lancaster and Morecambe Chamber of Commerce
- Totally Local Lancaster



Lancaster City Centre Parking Strategy

2025 - 2028



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Lancaster City Centre Parking Strategy 2025

1. Summary

The Lancaster City Centre Parking Strategy 2025–2028 sets out how Lancaster City Council will manage car parking to support a growing and evolving Lancaster city centre, while delivering against its broader Climate Emergency commitments and regeneration goals. The Strategy aims to provide a clear and confident message to residents, businesses, and visitors that sufficient parking will be maintained, as the council takes steps to promote both regeneration and more sustainable forms of transport.

The Strategy does not view parking in isolation. It recognises that parking provision must complement efforts to reduce congestion, support the transition to active and low-carbon travel, but also maintain as accessible, attractive, and economically resilient city centre.

The key aim is to ensure the right type of parking is available in the right locations, for the right users. This includes:

- Reducing unnecessary vehicle circulation by improving the placement and visibility of car parks.
- Maintaining evening and leisure-time parking capacity to support Lancaster's cultural and hospitality sectors.
- Ensuring car parks are safe, well-maintained, and clearly signposted.
- Providing accessible parking for disabled users, meeting the Department for Transport's 6% provision target for Blue Badge spaces.
- Supporting electric vehicle growth through modern infrastructure and provision for future shared mobility services.
- Ensuring that parking changes align with sustainable transport and development plans, particularly where car park land is earmarked for new housing.

Over the 3-year Strategy period and beyond the city council will seek to maintain its public parking portfolio at around 1,400 to 1,500 off-street spaces, ensuring that at times of high demand - such as during school holidays, festivals, and the Christmas season – a range of parking options are available. This will be balanced with the planned release of some surface car parks for housing, particularly in the Canal Quarter regeneration area, a long-term city priority.

To prepare for the future, the strategy includes improvements in real-time parking information, the rollout of contactless and app-based payment systems, and promoting expanded use of underused facilities like the Park and Ride. The council will also work closely with Lancashire County Council, which is responsible for

highways and on-street parking, to ensure that all traffic and public transport access and movement strategies are aligned.

The Strategy takes a pragmatic view: parking will remain necessary for the foreseeable future, particularly for those without viable public transport alternatives. The way parking is delivered and managed must evolve to help reduce emissions, improve city centre air quality, and create a more welcoming and efficient urban environment. better utilising land in the city centre.

Ultimately, this strategy positions parking as a tool to support a wide range of wider city priorities. Through careful planning and investment, Lancaster aims to create a modern parking system that reflects the changing needs of the city and helps progress towards a sustainable and resilient future.

2. Introduction

The Lancaster City Centre Parking Strategy 2025 – 2028 sets out a practical approach to managing parking that supports both immediate needs and long-term goals for sustainable transport, economic vitality, and climate action. It builds on past work and consultation, including the 2024 draft strategy, and aligns with the city's commitment to addressing the Climate Emergency (declared by the city council in December 2019).

The city centre plays a vital role in Lancaster's economy, acting as a hub for retail, culture, education, and tourism. Future growth, including affordable housing and heritage-led regeneration in areas like the Canal Quarter and around Lancaster Castle, relies on maintaining good access—of which parking remains a key part.

At the same time, the strategy recognises the urgent need to reduce car dependency by promoting walking, cycling, and public transport. However, the city's geography, infrastructure limitations, and the current challenging funding landscape mean that a major shift to sustainable modes and availability for all will take time. The city council must therefore strike a balance: retaining sufficient car parking capacity in the short to medium term, while preparing for a future that places greater emphasis on low-carbon transport.

Recent efforts to reshape local transport—such as plans to upgrade Junctions 33 and 34, improve the Park and Ride service, and reform the city's gyratory network—have been slowed by rising infrastructure costs and the return to the Government of previously agreed of national funding (£140 million in Housing Infrastructure Fund grants). Key projects, including the Bailrigg Garden Village, were ceased as a result. The review of the Local Plan now underway is expected to re-explore expectations around the scale and location of growth to meet development needs in south Lancaster.

In practical terms, this Strategy outlines how parking provision will be managed as city centre rejuvenation and regeneration progresses. For example, surface car parks in the Canal Quarter earmarked for housing will be phased out gradually, supported by improvements to existing multi-storey car parks, new permanent and temporary surface parking, and efforts to boost use of assets such as the Junction 34 Park and Ride. Measures will also be taken to reduce unnecessary circulation of vehicles through the city centre by improving signage and provision of digital information about parking availability.

Although this strategy focuses on Lancaster city centre, the council recognises that neighbouring areas—particularly Morecambe—will require their own targeted parking and access plans. The upcoming Eden Project Morecambe is expected to significantly alter travel demand in that area. Some crossover exists, notably through shared infrastructure like the Park and Ride facility.

Effective delivery will require close coordination between Lancaster City Council, which manages off-street parking and city centre land use, and Lancashire County Council, which oversees highways, on-street parking, and broader transport strategy. The development of a new Local Transport Plan, expected in 2025/26, will offer a further opportunity to align objectives across both authorities.

In summary, the Strategy provides a balanced framework: it maintains necessary car parking provision during a period of change, while positioning the city for a long-term transition to cleaner, more efficient modes of travel. It reflects a pragmatic response to current constraints, while still working toward the regeneration of Lancaster.

3. Parking Supply and Use

3.1 Current City Council Parking Provision

Lancaster's city centre parking arrangements have developed incrementally over time, often in response to short-term needs rather than being strategically planned. Many car parks occupy former housing sites cleared in post-war planning and have received limited reinvestment since. This has led to a dispersed network of ageing multi-storey and a range of surface car parks, many of which are not ideally located or equipped for modern use.

The city council currently operates 22 off-street car parks, providing approximately 1,624 spaces. The portfolio includes a significant number of small sites, with 11 car parks under 100 spaces and 7 under 50. Several are permit-only, limiting flexibility.

Due to the temporary closure of the Castle Car Park (287 spaces), a total of 1,329 spaces are currently available for general use.



Figure 1: Location of city council operated car parks in Lancaster City Centre

Location	Spaces	Location	Spaces	Location	Spaces
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St Nicholas Arcades	277	Upper St Leonardsgate	133	Wood Street	14
Auction Mart	120	Cable Street	83	Castle Car Park	287
Charter House	41	Dallas Road	88	Edward Street	89
Lodge Street	34	Lower St Leonardsgate	70	Lucy Street	19
Moor Mills 1	67	Moor Mills 2	43	Moor Mills 3	39
Nelson Street	120	Spring Garden Street	19	St George's Quay	46

Figure 2: Capacity of city council operated car parks in Lancaster City Centre

Car parks east of Dalton Square, particularly in the Canal Quarter regeneration area, offer a poor-quality environment with limited wayfinding and low public realm value. These sites can feel uninviting and disorienting, especially after dark.

The city council offers a variety of parking permits - ranging from weekly to annual passes -for both Lancaster and Morecambe. General permits cover multiple car parks and are available for 5- or 7-day use. However, RingGo sessions and permit coverage are not easily traceable through standard ticket sales data, adding to the monitoring challenge.

Several car parks designated as long stay or permit-only show inconsistent occupancy. Plans are under development to convert some to short-stay use, supporting higher turnover and better alignment with city centre needs.

7 days	5 days (Monday - Friday)
<u>Lancaster and Morecambe car parks - 7 days</u>	<u>Lancaster and Morecambe car parks - 5 days</u>
<u>Morecambe car parks - 7 days</u>	<u>Morecambe car parks - 5 days</u>
<u>Windy Hill, Bulk Street, Bridget Street car parks - 7 days</u>	<u>Windy Hill, Bulk Street, Bridget Str</u>

Figure 3: General Permit availability

Weekly, 1 month, 3 months, and 12-month session permits are available from RingGo, valid in all Lancaster and Morecambe long stay permit car parks on a

seven-day basis. In developing the strategy estimates have been made to include for permit use.

3.2 User Experience and Access

Parking is a key factor in how residents, workers, and visitors perceive Lancaster. Many car parks are difficult to find or navigate, especially for new users and entrants to the city. Signage is basic and typically limited to pricing information. Few sites offer direction to city centre amenities, contributing to poor integration with the wider urban environment.

Strategic directional signage into and around the city centre is also lacking. Drivers unfamiliar with Lancaster often circulate through the gyratory in search of parking, adding to congestion and emissions.

Real-time information on space availability is currently lacking. Machine vandalism has pushed the Council toward app-based and card payment systems, but uptake remains mixed and digital exclusion is a consideration. Accessibility and usability - especially for those with disabilities or limited digital access – must be further addressed.

Sustainable transport options—like secure cycle parking, car clubs, and EV charging -are limited, which undermines the city's ability to support and offer low-carbon travel choices.

3.3 Occupancy Patterns and Monitoring

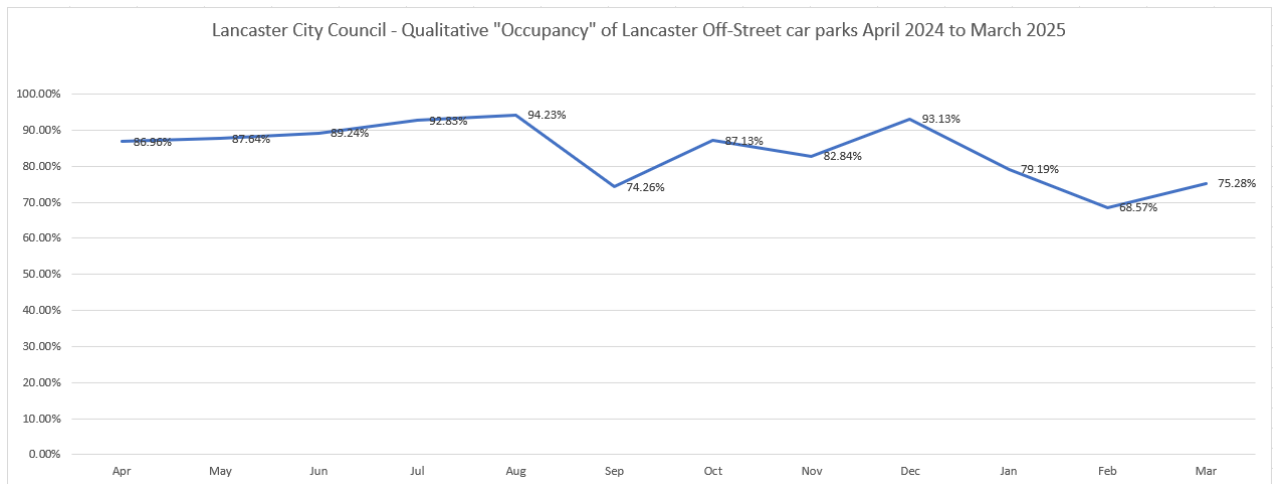
Parking demand in Lancaster fluctuates across seasons, days of the week, and time of day. Higher usage occurs in the summer months, during school holidays, and in the pre-Christmas period. Demand falls to its lowest point in early February.

Based on 2024/25 data, average occupancy ranged from 68% in February to 94% in August. This data is compiled from various imperfect sources: ticket sales (including via pay-and-display machines and the RingGo app), officer observations, and adjustments made for permit sales. However, monitoring remains patchy due to system limitations. Variables such as ticket transfers, machine downtime, or drivers sitting in cars without buying tickets distort the data. The council recognises these weaknesses and plans to introduce ANPR-based occupancy monitoring to improve accuracy.

Despite these limitations, observations suggest there is spare capacity across much of the year, with pressure only emerging during specific times. Even at these times, the system generally functions, although some popular car parks experience over-occupancy.

While spare capacity may seem inefficient, it is necessary in a well-balanced parking system. A city centre network should not exceed 85% average occupancy, to maintain turnover and reduce driver frustration.

Nevertheless, the council acknowledges that some peak-time availability issues are masked by overall averages, especially in high-demand locations.



Month	Capacity	Month	Capacity
Apr	86.96%	Oct	87.13%
May	87.64%	Nov	82.84%
Jun	89.24%	Dec	93.13%
Jul	92.83%	Jan	79.19%
Aug	94.23%	Feb	68.57%
Sep	74.26%	Mar	75.28%

Figure 4: average Car Parking Use 2024/25

Several respondents to the draft Lancaster City Centre Parking Strategy consultation noted that peak parking demand and space availability on average days can be more challenging than basic average demand analysis would. In addition, evening use for cultural venues is important and needs factoring into considerations of strategic numbers of spaces available and their location.

3.4 Budget and Income Considerations

The cost of maintaining ageing stock- particularly multi-storey car parks - is rising. Future options may include consolidation, replacement, or phased redevelopment tied to wider regeneration funding.

The city council's parking operational income contributes to the council's budget. While the strategic aim may be to modernise and rationalise the portfolio, any reduction in available spaces or changes to usage types must be considered carefully in financial terms.

The current strategy assumes that net income can be broadly maintained by improving utilisation and reducing underuse, even if some sites are phased out for

housing or redevelopment. Detailed consideration will be required for all capital investment, enforcement, and infrastructure upgrades, particularly for EV readiness and accessibility improvements.

3.5 Wider Parking Landscape

Beyond the city council's operational portfolio, several privately operated car parks add around 480 spaces to the city's capacity. These vary in pricing and access, and are outside council control, but play a significant role in the city centre's overall parking offer.

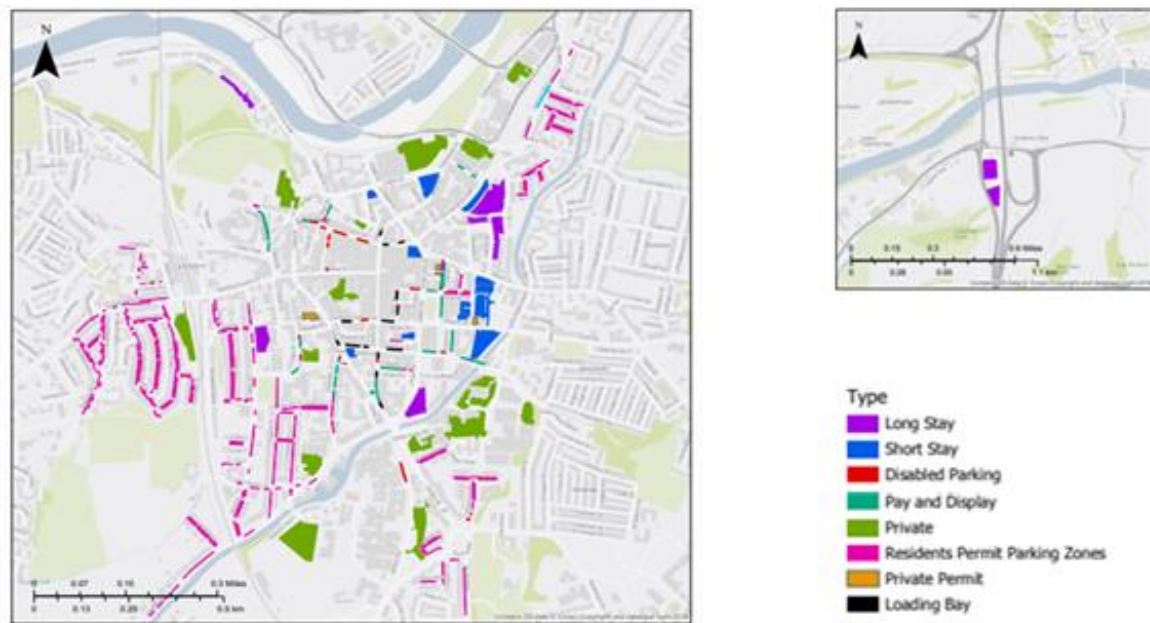


Figure 5: All Public and Car Parking Provision Lancaster City centre

Sainsbury's Cable Street	270	Free, customers only, maximum stay two hours
Lancaster Station	165	Free up to 20 minutes, daily: £12.00, Saturday: £4.00, Sunday: £4.00, monthly £166.00, quarterly: £374.00, annual: £1,200.00

Marketgate Shopping Centre	127	Mon – Sat: 08.00-18:00, Sun 10.00-17:00. 0-1hr £2, 1-2 hrs £3, 2-3 hrs £4, 3-4 hrs £5, 4-6 hrs £10, 6-24 hrs £20
Kingsway Retails Park	91	Free, customers only
Aldi, Aldcliffe Road	80	Free, customers only, maximum stay 90 minutes. Mon – Sat 08:00-22:00, Sun 10:00-16:00. No restrictions outside these hours
Kings Yard	47	Up to 1 hr: £1.75, up to 3 hrs £3, up to 5 hrs £4.50, up to 10 hrs £6.50, up to 24hrs, £11. Maximum stay 24 hrs
Dameside Street	22	1 hr £1, 2 hrs £2, 3 hrs £2.50, 12 hrs £6

Figure 6: Major Private Sector Off Street Provision

The Junction 34 Park and Ride—managed by Lancashire County Council—provides 650 spaces and a low-cost bus service into the city. Parking is free of charge with bus fares priced at:

Adult day return	£2.00
Child day return	£1.00
Adult weekly unlimited	£8.00
Family group day return	£5.00
Up to 5 adults travelling together in the same vehicle	
Concessions	Free after
Before 9:30am on Monday-Friday full adult fare applies.	9.30am
Disabled	Free after
Disabled pass holders are subject to a £1.00 fare before 9.30am on Monday – Friday	9.30am

In terms of the total off-street parking supply for Lancaster city centre (including both sites within the city centre and the Junction 34 Park and Ride site) 73% is in the city and 27% is at the Park and Ride site. This proportion of the city centre parking supply provided by Park and Ride is only slightly lower than in comparator historic cities which have successfully introduced Park and Ride.

It is accepted that the Park and Ride is currently under-utilised both in terms of use of the bus services and use of the car park. Anecdotal evidence suggests the site is mainly used as a “park and share” or meeting point for groups travelling onwards to various destinations via the M6 motorway. Lack of integration with city parking information, amongst other issues, must be addressed if the site is to meaningfully support modal shift or help absorb high demand.

The planning permission for Eden Project Morecambe planning permission incorporates potential use of P&R spaces but arrangements for use and turnover/relationship to non-Eden users to be confirmed.

Period	Passenger Numbers (per period)	Average Passenger Numbers (per day)	Notes
30/05/21 - 26/06/21	3,409	213	Service runs 1hr later from 07/06/21
27/06/21 - 24/07/21	3,783	158	
25/07/21 - 21/08/21	3,915	163	
22/08/21 - 18/09/21	4,476	187	
19/09/21 - 16/10/21	4,439	185	
17/10/21 - 13/11/21	4,244	177	
14/11/21 - 11/12/21	4,302	179	
12/12/21 - 08/01/22	2,789	147	
09/01/22 - 05/02/22	4,224	176	
06/02/22 - 05/03/22	4,088	170	
06/03/22 - 02/04/22	4,397	183	
03/04/22 - 30/04/22	4,173	190	Easter holidays
01/05/22 - 28/05/22	5,002	217	Early May bank holiday
29/05/22 - 25/06/22	4888	222	Queen's Jubilee bank holidays
26/06/22 - 23/07/22	5208	217	
24/07/22 - 20/08/22	5,889	245	
21/08/22 - 17/09/22	5,988	280	
18/09/22 - 15/10/22	6,247	272	
16/10/22 - 12/11/22	6,121	255	
13/11/22 - 10/12/22	5,944	248	
11/12/22 - 07/01/23	4,472	213	Christmas and New Year
08/01/23 - 04/02/23	5,200	217	
05/02/23 - 04/03/23	5,474	228	
05/03/23 - 31/03/23	5,570	232	
01/04/23 - 28/04/23	5,250	239	Easter holidays
29/04/23 - 26/05/23	5,392	245	Early May and King's Coronation bank holidays
27/05/23 - 23/06/23	5,347	232	Spring bank holiday
24/06/23 - 21/07/23	5,772	241	
22/07/23 - 18/08/23	6,030	251	
19/08/23 - 15/09/23	5,565	242	
16/09/23 - 13/10/23	5,864	244	
14/10/23 - 11/11/23	5,656	238	
TOTAL (from contract start date 09/12/201)	253,472		

Figure 7: Park & Ride Use Profile

On-street parking is managed by Lancashire County Council. Many bays are shared with residents via local area/street permit schemes. Temporary street works or urban improvements can reduce capacity from time to time. .

- Castle Hill;
- Church Street;
- Dalton Square;
- Friar Street;
- George Street;
- Quarry Road;
- Queen Street;

- High Street;
- Marton Street;
- New Road;
- Penny Street;
- Phoenix Street;
- Robert Street; and
- St Mary's Parade.

Figure 8: available On-Street Parking

3.6 Specialist Users / Use

Specialist parking needs are an integral part of the council's portfolio:

- **Disabled Users:** Free, unrestricted access to car parks is available for Blue Badge holders. The city council is committed to achieving 6% provision in line with national guidance and locating these bays in areas with good pedestrian access and safety.
- **Motorcyclists:** Motorcycle and moped parking is currently free and unrestricted within council-run off-street car parks. While this supports active travel, dedicated, secure bays are limited and could be expanded or better promoted.
- **Coach Operators:** Six formal coach bays are located at Upper St Leonardsgate. Operators often use informal layover areas across the city, reflecting the limited provision of secure, well-serviced facilities. As the visitor economy grows—particularly in the heritage tourism sector—more structured coach access and waiting areas will be needed. A key request from Lancaster Business Improvement District is for an increase in coach access and coach parking provision into Lancaster which the city council will facilitate.
- **Residents and Permit Holders:** Some edge-of-centre car parks are subject to ad-hoc use by commuters, impacting residential amenity. Concerns have been raised about displacement from any net loss of central city spaces. Residential parking zones and permits are managed by Lancashire County Council, and coordination is needed to address localised impacts and outcomes from wider parking strategy changes.
- **Taxis:** A formal taxi rank exists adjacent to the city's main bus station. No changes are proposed in this strategy, but integration with broader transport and access planning needs to be kept under review.

3.7 Summary

Lancaster's parking supply is adequate for most of the year, but the portfolio remains fragmented, inefficient, and outdated in several respects. Specialist user needs - especially disabled access, motorcycles, and coach operations - require clearer focus and infrastructure support.

Demand fluctuates, with over-occupancy observed at key locations during peak periods. Improved monitoring, via ANPR and digital systems, is essential to better manage demand and inform policy. Financial sustainability is a key consideration, particularly as future proposals may affect the council's existing revenue stream. The council will prioritise modernisation over expansion, aiming for a smaller, higher-quality, better-located parking offer that balances convenience with climate, equity, and regeneration goals. A phased, evidence-based approach will ensure that parking continues to support a vibrant and accessible city centre while enabling long-term modal shift.

4. Travel & Transport Policy and Car Parking

4.1 Strategic Transport Policy Context

Transport policy at national and county levels is typically focussed on reducing car dependency through better public transport, walking, and improved cycling infrastructure. Car parking is rarely addressed directly, despite its strong influence on travel behaviour, congestion, and emissions.

The National Planning Policy Framework (NPPF), most recently updated in February 2025, addresses car parking in city centres primarily under the theme of “Promoting Sustainable Transport”.

Local authorities are encouraged to manage parking provision to support the vitality of town centres. This includes ensuring that parking policies do not discourage visitors or undermine economic activity in central areas.

The NPPF promotes a balanced approach: while encouraging sustainable transport (walking, cycling, public transport), it recognises that some car use is necessary, especially in areas with limited alternatives.

The framework advises against excessive provision of car parking, particularly in areas well-served by public transport, to avoid encouraging car dependency. Parking should be well-integrated into the urban environment, accessible, and safe. Design standards should ensure that parking does not dominate the streetscape or reduce walkability.

Lancashire County Council’s Local Transport Plan (LTP) is the core policy framework. LTP3 expired in 2021, and work is underway on LTP4, led by consultants Atkins. Under the devolution deal, the Lancashire Combined County Authority (CCA) will take over future LTP development, with a draft expected in 2025/26.

The county council’s current Highways and Transport Strategy (2023–2025) outlines broad priorities but lacks specific detail at district level. The Lancaster District Highways and Transport Masterplan (2016) still shapes overall local strategic assumptions, although many of its proposals have stalled or been overtaken by new developments and/or funding setbacks.

4.2 Key Proposals and Delivery Challenges

The 2016 Masterplan proposed a range of transformational schemes, including:

- Redefining Caton Road as a key northern gateway.
- Reconfiguring M6 Junction 33 to unlock South Lancaster growth.
- Developing a bus rapid transit corridor, integrating Park and Ride with Lancaster, Morecambe, the university, and Heysham.
- Enhancing Morecambe’s gateways and waterfront access.

- Improving active travel links across the Bay and rural areas.

However, the withdrawal of £140 million in Housing Infrastructure Fund (HIF) support significantly impacted delivery. Projects like the Lancaster South Area Action Plan and the ‘Lancaster Reach’ corridor were cancelled or delayed. The Local Plan review now in progress is an opportunity to re-examine deliverable schemes and reflect new economic, planning and funding realities.

4.3 Lancaster Movement and Public Realm Strategy

The one-way gyratory causes two main issues relevant here.

- It detracts from people making sustainable travel choices because of lack of bus priority and lack of provision for vulnerable road users such as cyclists.
- It complicates the ability to use car parks in that making choices at peak times can be made more complicated, as it can be difficult to move between car parks.

The Lancaster City Centre Movement and Public Realm Strategy (2020) aimed to reshape the city’s gyratory system and balance vehicle and pedestrian use. Three options were considered, including:

- A split system favouring sustainable modes on the eastern route.
- Restricting through-traffic and expanding pedestrian zones.
- Creating a Clean Air Zone (CAZ) with a congestion charge.

Despite strong alignment with sustainable goals, none were implemented due to limited resources, operational complexity, and stakeholder concerns. Lancashire County Council is awaiting the Local Plan outcome before launching a replacement strategy.

Further work is being undertaken on potential smaller scale interventions, and it is likely that in the immediate future more practical improvements for cycling/pedestrian/bus priority user experience will be designed and implemented rather than wholesale changes in the gyratory route priorities.

4.4 Public Transport, Active Travel, and Modal Shift

Improving bus reliability and speed—especially through the gyratory—is critical. Without dedicated bus priority measures, bus services remain vulnerable to congestion and delay. This makes them less attractive than car travel, especially during peak times.

The County’s Bus Service Improvement Plan (BSIP) provides the main route to Department for Transport funding. It prioritises cheaper fares, integrated ticketing, improved frequencies, and infrastructure upgrades. However, BSIP delivery is uneven and remains dependent on central government funding allocation cycles.

Lancaster's Local Cycling and Walking Infrastructure Plan (LCWIP) identifies key routes and interventions to enhance connectivity, but funding for delivery is not yet secured. Progress has been limited, though the LCWIP remains an important reference for future active travel investment.

4.5 Car Parking in Policy

Car parking is not fully embedded in strategic transport or climate policy, despite its role in shaping travel choices. In practice, parking supply, pricing, and location strongly influence whether people choose to drive, take public transport, cycle, or walk.

Lancaster's Local Plan Partial Review (adopted 2025) begins to address this gap. It calls for:

- Managing parking supply to avoid encouraging unnecessary car use.
- Supporting access to key destinations without increasing congestion.
- Requiring major developments to include travel plans and reduce reliance on private vehicles.
- Better alignment between parking and public transport routes.

The Sustainable Travel SPD (2022) reinforces this by promoting compact, accessible development, EV infrastructure, and better walking/cycling links as part of planning approvals.

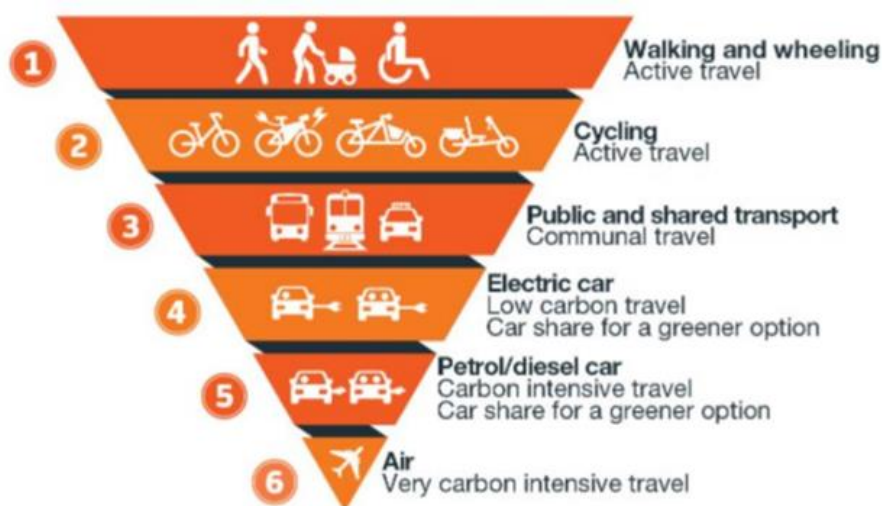


Figure 9: Lancaster City Council Sustainable Travel SPD (June 2022)

Lancaster City council's Outline Sustainable Transport Strategy sets a vision-led framework to embed sustainable mobility in future planning. It prioritises walking, cycling, public transport, and electric vehicle infrastructure as integral to the district's development strategy. Using accessibility and EV charging models, it evaluates

growth locations, testing interventions that encourage modal shift and reduce car dependence.

It proposes urban infill, corridor concentration, and higher densities to enable more connected, low-carbon communities. The strategy recommends aligning transport investment with land use planning, and stresses the need for design-led, equitable, and data-informed decision-making in the Local Plan process. While It does not directly relating to activities in the city centre nor car parking issue, it re-emphasises the expectations around growing the sustainable travel network ivia new development in the emerging Local Plan

4.6 Stakeholder Collaboration

Progress will depend on coordinated action across public and private stakeholders. The city council controls off-street parking and land use policy. Lancashire County Council leads on highways, on-street parking, and public transport. The new Combined County Authority will play a growing role in funding and strategy.

In addition, collaboration with developers, local businesses, bus operators, and community groups will be critical to shaping transport plans that reflect real needs and constraints. Regular review cycles and shared data platforms could enhance transparency and responsiveness.

4.7 Development Dependencies and Future Planning

Several developments will shape future travel and parking demand:

- **Canal Quarter:** Long-term phased regeneration will reduce current areas of surface parking, requiring careful consideration of reallocation or replacement elsewhere.
- **Eden Project Morecambe:** Anticipated to increase sub-regional traffic volumes and impact on Junction 34 Park and Ride. A Visitor Access and Parking Strategy (VAPS) is required.
- **South Lancaster/Galgate:** Any future growth will be explored through the Local Plan Review process, but significant infrastructure investment is required for future development options to be fully considered.
- **New Hospital and RLI Redevelopment:** While subject to some delay the new hospital may shift patterns of access and will need careful consideration over the next decade.
- **Norh and East Lancaster Strategic Sites:** New homes, schools, and infrastructure could ease traffic pressure in the centre if well-integrated with active and public transport options and create new routes to accessing the motorway, avoiding the need to access the Lancaster city centre gyratory system .

These projects highlight the importance of treating parking not as an isolated operational issue, but as part of a long-term, integrated mobility and city movement strategy.

4.8 Summary

Lancaster's transport policy aims are ambitious, but delivery is constrained by funding uncertainty and outdated frameworks. Car parking strategy has traditionally been overlooked in transport planning but is increasingly recognised as a key lever for managing travel demand and supporting sustainability.

Short-term progress will rely on modest, targeted interventions: improving bus reliability, upgrading walking, and cycling routes, modernising car parks, and using pricing and digital tools to influence behaviour. Long-term success depends on embedding parking policy within wider planning and transport frameworks, supported by cross-agency collaboration and sustained investment. However, much of the highway, footpath, and lighting interventions fall within the remit (and core funding) of Lancashire County Council as the area's Highway Authority.

Parking policy must move from the margins of strategy to its core—supporting equitable, low-carbon access to Lancaster's growing city centre and regional attractions. Demand management measures such as variable pricing, short-stay restrictions, and enforcement technology (e.g. ANPR) are tools that could further support policy goals.

5. Drivers of Parking Demand

5.1 National and Local Trends

Parking demand is shaped by a range of evolving technological, behavioural, economic, and policy-driven forces. As of 2023, the UK had 35.7 million vehicles on the road. Forecasts for 2050 vary widely:

- Without major intervention, car numbers could rise to 44.5 million.
- Moderate policy action may stabilise this at 37 million.
- Under strong decarbonisation pathways (e.g. National Grid's "Two Degrees"), vehicle numbers could fall to 25 million, driven by automation, car sharing, and remote working.

In Lancaster district, car ownership is broadly in line with national norms—about 0.51 vehicles per person—with 23% of households reporting having no access to a private car in 2021.

Local travel patterns may be changing as home working has eased weekday peaks, while leisure, student, and cultural trips increasingly shape evening and weekend demand. As a result, different parking locations face different pressures—short-stay car parks near cultural venues are often busiest when long-stay commuter sites are underused.

5.2 Electric Vehicles and Infrastructure Implications

Electric vehicle (EV) uptake is accelerating. National policy will see a ban the sale of new petrol and diesel cars by 2035, and EVs could represent over 60% of the fleet by 2050. While this supports climate targets, EVs do not reduce congestion or spatial demand for parking.

For Lancaster, a priority is also ensuring equitable access to EV charging. Many homes, particularly in dense terrace neighbourhoods, lack private driveways. Public EV infrastructure, particularly in off-street council-run car parks, needs to be scaled up and targeted where home charging is not feasible or difficult.

This reinforces a key theme: electrifying vehicles is not enough—reducing total dependency on private cars remains a key strategic goal across all current national, regional, and local policy.

5.3 Behavioural and Social Shifts

Broader social changes are affecting demand:

- Remote working: Lowers demand during weekday peaks but increases flexibility and off-peak travel.
- E-commerce: Reduces short visits to shops but raises traffic from logistics and deliveries.

- Leisure and culture: Create growing evening and weekend demand for central, short-stay parking.
- Demographics: Younger adults and city dwellers are more likely to delay car ownership or choose alternatives, but only where those alternatives are convenient, safe, and affordable.

These patterns challenge legacy assumptions that peak-hour demand should drive supply (the “predict and provide” model). Lancaster’s parking strategy takes a different stance: not simply expanding capacity to meet short-term pressures but using parking policy to help move towards a long-term sustainable future.

5.4 Commuting Patterns and Public Transport

Lancaster remains a largely self-contained labour market—80% of working residents are employed within the district. Yet commuting by car remains dominant, especially from semi-rural areas like LA1, LA2 and South Lakeland, where public transport is sparse or unreliable.

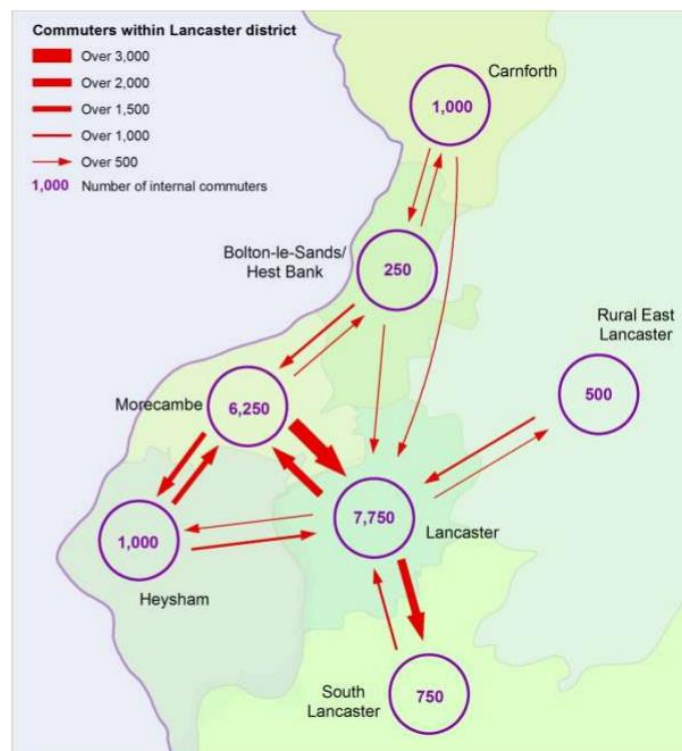


Figure 10a: Commuting in Lancaster District (Lancaster District Highways Masterplan (2016))

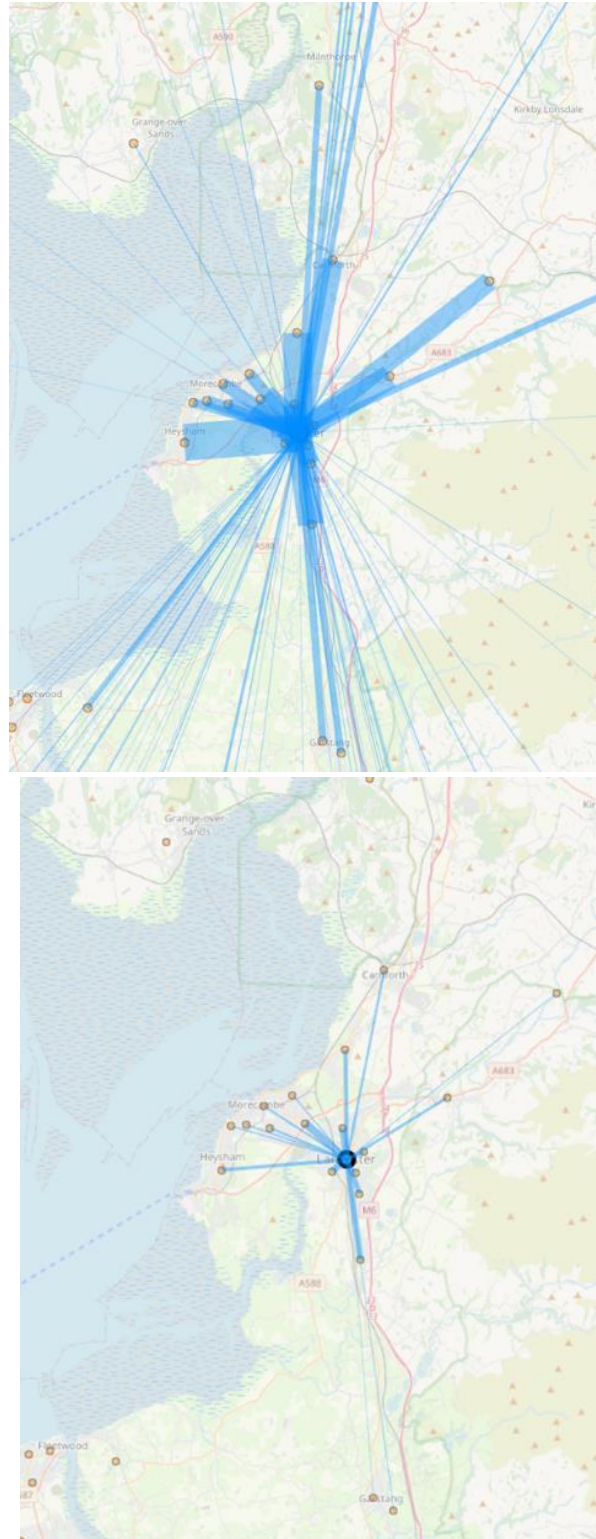


Figure 10b: Car journeys to Lancaster City Centre (from home) as Driver (left) / as Passenger (right) (Lancaster District Highways Masterplan (2016))

While the above data points are old they are unlikely to have altered to any great extent in terms of composition, although the most current information on the national picture points to reduced commuting overall post-Covid pandemic, although trending back towards pre-Covid levels. However, the proportion of active and public personal

transport trips remain consistently lower than private vehicle use, which is highly significant, especially for travel to outlying rural areas.

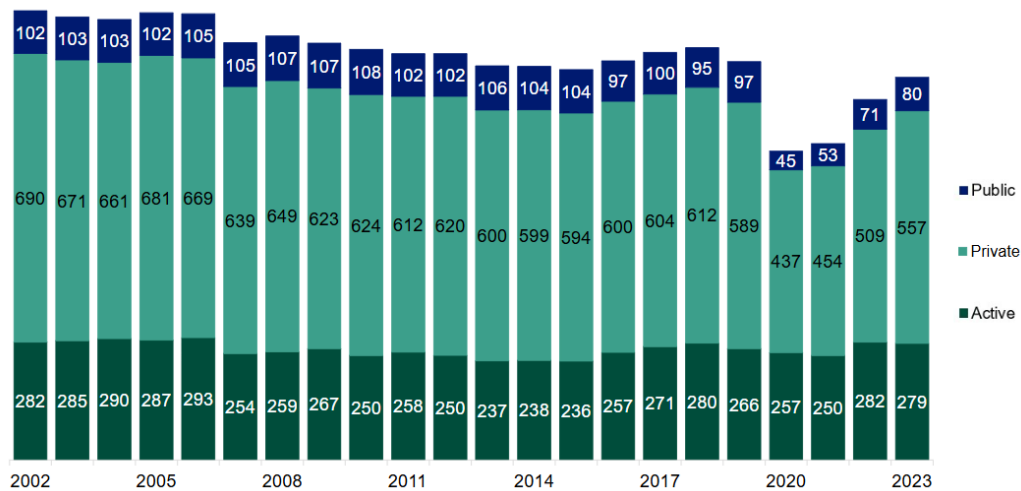


Figure 11: Average number of active, private, and public transport trips (trips per person per year) (England 2002 to 2023 (Source DfT Transport Statistics Great Britain 2024))

If public transport is slow or infrequent, even worsening congestion will not encourage people out of their cars. Instead, they continue to drive—reinforcing the congestion and emissions problems that transport policy seeks to solve.

The Downs–Thomson paradox in transport planning refers to a counterintuitive outcome where improving road infrastructure does not reduce traffic congestion and may even worsen it. It states that the equilibrium speed of car traffic is determined by the quality of public transport—if public transport is slow or inconvenient, more people drive, increasing congestion. Conversely, if public transport is fast and reliable, fewer people drive, easing road traffic. Therefore, investing in roads without improving public transport can lead to more congestion due to induced demand. The paradox highlights the importance of balanced investment in both road and public transport systems to achieve sustainable urban mobility.

In other words, without better alternatives—such as reliable, affordable, and frequent bus services - car use will remain the default. Lancaster’s long-term strategy must therefore focus on raising the quality of alternatives, so modal shift becomes more attractive and practical. In doing so this can make those necessary car journeys more efficient.

Free parking at out-of-town shopping centres has a significant and multifaceted impact on city and town centres. National Planning Policy Framework in theory promotes a “town centre first” policy for retail and other main town centre uses. Local authorities are required to apply a sequential test: developments should be

located first in town centres, then edge-of-centre, and only out-of-centre if no suitable sites are available.

For large out-of-town retail proposals (typically over 2,500 sqm), developers must provide an impact assessment to evaluate the effect on town centre vitality and viability. However, the Government could do more to “level the playing field” between competing retail centres by making it easier to introduce parking levies or business rate adjustment for out-of-town retail parks to reflect their impact on town centres.

5.6 Demand Management, Pricing, and Technology

Parking pricing is an important lever for shaping behaviour. Lancaster’s Strategy proposes reviewing tariffs to:

- Encourage turnover in high-demand zones.
- Make edge-of-centre parking more attractive for long-stay users.
- Support local business through smart short-stay pricing.

In the future, more dynamic approaches - such as emissions-based pricing, peak-time surcharges, vehicle weight / size or demand-responsive tariffs - could be introduced. These measures could help moderate spikes in demand while supporting environmental and economic goals.

Technology will play a key role. ANPR, mobile payments, and digital signage can improve user experience, enable real-time monitoring, and allow more responsive management across the transport network and parking portfolio.

5.7 Positioning the Parking Strategy

Historically, the city council’s approach to parking was focused on maintenance, enforcement, and income generation. Today, the Strategy is being repositioned as a broader policy tool—one that influences transport behaviour, air quality, urban form, and social equity.

This marks a shift:

- From reacting to demand to shaping demand.
- From static provision to active integration with public transport, cycling, walking, and land use planning.
- From a standalone operational function to a core pillar of place-making and sustainability.

This repositioning also recognises parking’s political visibility and financial impact. It must balance short-term accessibility with long-term transformation, helping the city stay functional today while transitioning toward a healthier, low-carbon future.

5.8 Summary

Parking demand is changing and hard to predict. New technologies, work habits, housing patterns, and mobility preferences are reshaping how people travel and when. Lancaster must accommodate these shifts while continuing to serve key user groups—commuters, disabled drivers, visitors, and those without viable alternatives. Car parking remains important in this transition, particularly to ensure access for those who need it and to help the city compete with out-of-town destinations. But continuing to meet all projected demand risks reinforcing car dependency and undermining goals to reduce emissions and support active and public transport.

Over time, the goal is to reduce reliance on private cars - not simply to accommodate all growth in potential demand. This will require new infrastructure, smarter management, coordinated planning, and a firm departure from the predict-and-provide approach, which is not currently reflected in the practical outcomes of national planning policy and balancing mechanisms which are still impacting on city centre vitality in favour of out-of-town retail and leisure destinations.

In this context, the parking strategy is a statement of direction. It helps Lancaster manage present realities while building the foundations for a cleaner, more connected, and equitable transport future.

6. Lancaster City Centre Parking Vision and Strategic Aims

6.1 Vision

To create a well-managed, efficient, and sustainable parking system that supports residents, businesses, and visitors—while enabling a long-term shift toward public and active transport, reduced congestion, and better use of city centre land.

6.2 Strategic Aims

To achieve this vision, Lancaster City Council will:

- *Ensure the right provision in the right places:* Reduce unnecessary circulation and central congestion by aligning parking location and capacity with actual demand patterns.
- *Support the evening and cultural economy:* Maintain sufficient, accessible parking in areas that serve hospitality, tourism, and event-based travel.
- *Improve quality, safety, and accessibility:* Modernise car parks to be clean, safe, and welcoming—with a minimum 6% Blue Badge provision in line with Department for Transport standards.
- *Align parking with wider public goals, particularly the Local Development Plan:* Use parking strategy to actively support regeneration, land use planning, and county and national transport policy.
- *Manage demand through smarter tools:* Promote modal alternatives and flexible pricing to spread demand and reduce city centre pressure at peak times.
- *Future-proof infrastructure:* Ensure car parks are ready for electric vehicles, car clubs, secure cycling, and changing mobility habits.
- *Inform planning and investment decisions:* Provide clear evidence and policy guidance on parking capacity, usage, and redevelopment options.

6.3 Short- to Medium-Term Focus (by 2028)

- Maintain a portfolio of 1,400–1,500 publicly operated off-street spaces, sufficient to meet identified demand peaks.
- Protect the Council's net parking income to support the General Fund, while reviewing tariffs as required.
- Enable phased redevelopment of selected surface car parks for housing, while maintaining local access and neighbourhood amenity.
- Restore the Castle Car Park to service by 2026 and upgrade existing Multi-Storey Car Parks (MSCPs).
- Introduce ANPR and digital tools to monitor usage, improve enforcement, and inform users in real-time.

- Designate small central car parks as short-stay (2-hour max) to increase turnover and reduce congestion.
- Enhance Park & Ride usage through improved promotion, signage, and bus service alignment.
- Roll out contactless/mobile payment systems and introduce location-based variable pricing.
- Expand coach parking provision to support the visitor and events economy.

6.4 Long-Term Focus (Post-2028)

- Develop a strategic framework for car park location, type, and capacity as part of the city's wider transport and movement vision.
- Explore potential sites and financing options for edge-of-centre MSCP-based transport hubs.
- Ensure integration with the Eden Project Morecambe Visitor Access and Parking Strategy.
- Clarify the role of the Canal Quarter in city centre parking—whether retaining capacity or relocating it.
- Strengthen ongoing usage monitoring and data-sharing to inform decisions and respond to changing patterns.
- Assess the wider economic and accessibility impacts of reduced parking capacity and implement mitigation if required.

7. Implementation and Action Plan

7.1 Immediate and Committed Changes

Lancaster City Council has committed to changes that will directly affect the parking portfolio over the short to medium term. These changes align with broader regeneration, housing, and climate priorities:

- Castle Car Park**
 Closed since June 2023 for safety and structural reasons. Occupancy prior to closure was relatively low. It remains an essential part of the council's future offer and work is ongoing to ensure it is brought back into use.
- Nelson Street Car Park**
 The site has been released for affordable housing development in line with the council's housing delivery programme.
- Upper & Lower St Leonardsgate**
 This large surface site (including six coach bays) is earmarked for phased release—potentially for social or affordable housing. Enabling works could be expected to begin in 2027/28, with options developed as part of this strategy to maintain strategic and locational capacity during transition.

7.2 Mitigating Actions and Capacity Planning

To offset the loss of parking capacity from redevelopment sites, the following mitigation measures will be implemented:

Action	Who	Outcome/When	Priority
1. Castle car park owners to repair and reopen as soon as possible	Landlords / city council	During 2026	High
2. Implement ANPR occupancy system and link with in app/online availability information.	City council Parking Services	Detailed specification and tendered price received for approval.	High
3. Design, develop and implement permanent additional car and coach parking on the Kingsway site expansion (parking to be at low tariff.	City council Parking Services	By 2026 deliver circa additional 70 spaces on council land	High

4. Work with county council and Combined County Authority on P&R improvements/ strategy (linked to wider strategy for bus priority)	City & County officers	By 2027	Med
5. Ongoing tariff reviews reflect wider strategy	City council officers	Annually	Medium
7. Car club expansion/vehicle share	City council officers	By late 2024/early 2025	Medium
8. City council parking permits review	City council officers	By late 2025/early 2026	Medium
9. Develop a joint City & County Electric Vehicle charging strategy	Joint officer group & County Council	Within 3 years	High
10. Coordinate with city and county officers over the cycling & walking strategy as it relates to car parking locations.	Joint officer group	Improve routes within 3 years	Medium
11. Convert agreed permit only car parks to short-stay	Joint officer group	Ongoing	Medium
12. Amend opening / utility time of St Nicholas Arcades car parking for late evening opening.	City council Parking Services	During 2025	High

13. Design, develop and implement additional and improved provision on Edward Street car park in 3 phases. Phase 1. Former LDHAS site temporary improvements Phase 2. Edward Street Expansion. Phase 3. Edward Street addition / improvement under proposed Heron Works (Canal Quarter regeneration)	City council Parking Services and Regeneration Team	Over 3 years.	High
14. Implementation of “Moor Mills 4” – opening current office leased parking to general Use	City council Parking Services	2026	High

Through targeted site changes, modernisation of key facilities, and smarter tools for pricing, monitoring, and information, the city will maintain a reliable core of parking while reducing reliance on older, low-value surface lots.

A phased approach, combined with active monitoring and public engagement, will ensure the strategy remains responsive and delivers both accessibility and sustainability benefits.

The detailed phasing of the changes and resulting total number of strategic spaces is shown below:

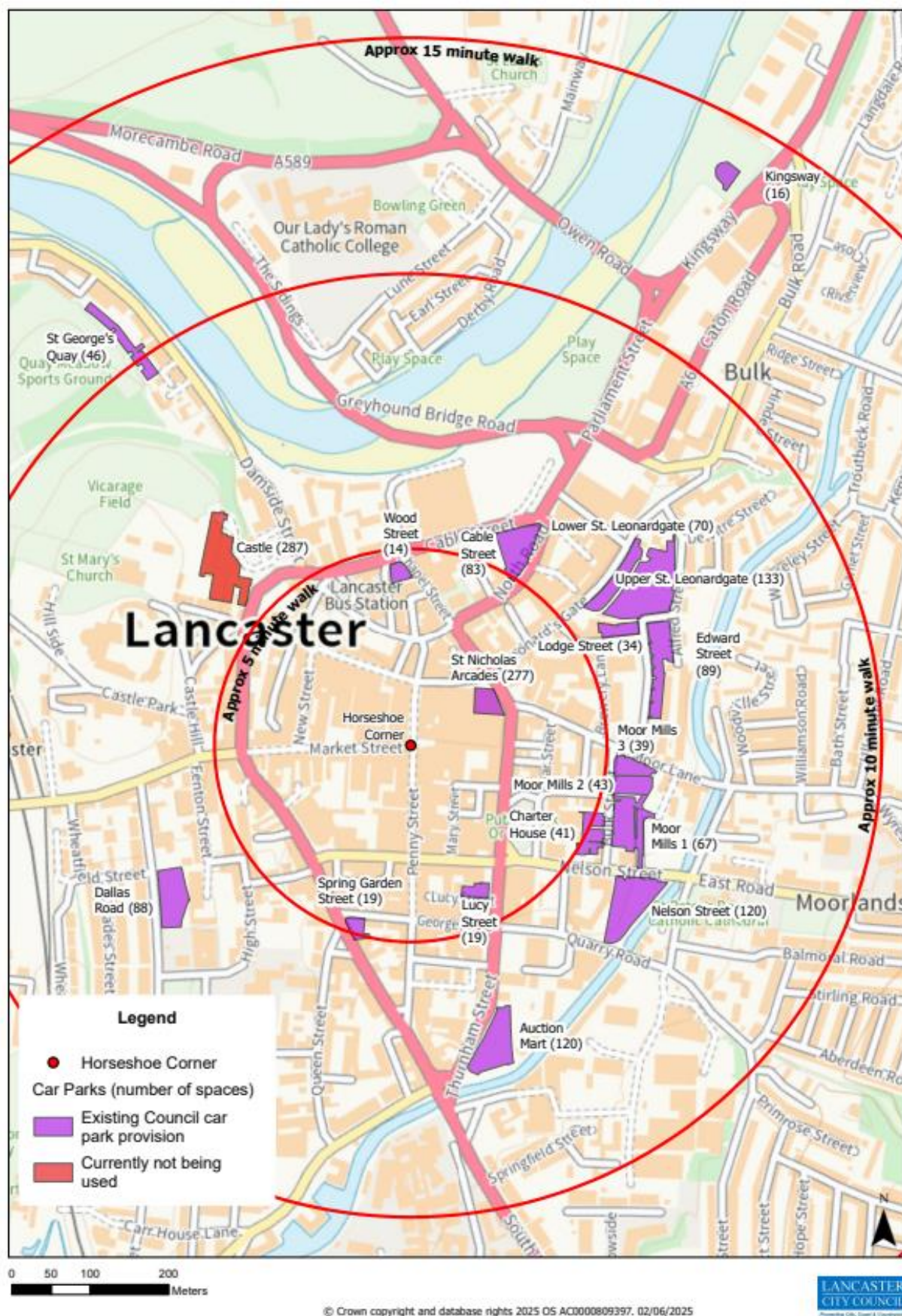
Interventions	Space Numbers for General Use (By end of 2028 strategy period)			
	By end of 2025	2026	2027	2028
Car park				
Kingsway	16	116	116	116
Edward Street extension	112	112	112	112
Castle car park reopening - Subject to landlord legals	0	287	287	287
Nelson Street	120	0	0	0
Edward Street 2	0	0	60	60
Moor Mills 4 - Evening, Weekends & Bank holidays only	100	100	100	100
Bulk St conversion to short stay	0	8	8	8
Upper & Lower St Leonardsgate.	203	203	0	0
Spaces following defined interventions.	551	826	683	683
Base capacity as of May 2025 = 1329 General Use				
Overall Parking Numbers	1452	1727	1584	1584
Capacity Aim Lower ambition - 1,400 spaces	1400	1400	1,400	1,400
Difference	52	327	184	184
Capacity Aim Upper ambition - 1,500 spaces	1500	1500	1500	1,500
Difference	-48	227	84	84

Assumes loss of Nelson St April 2026.

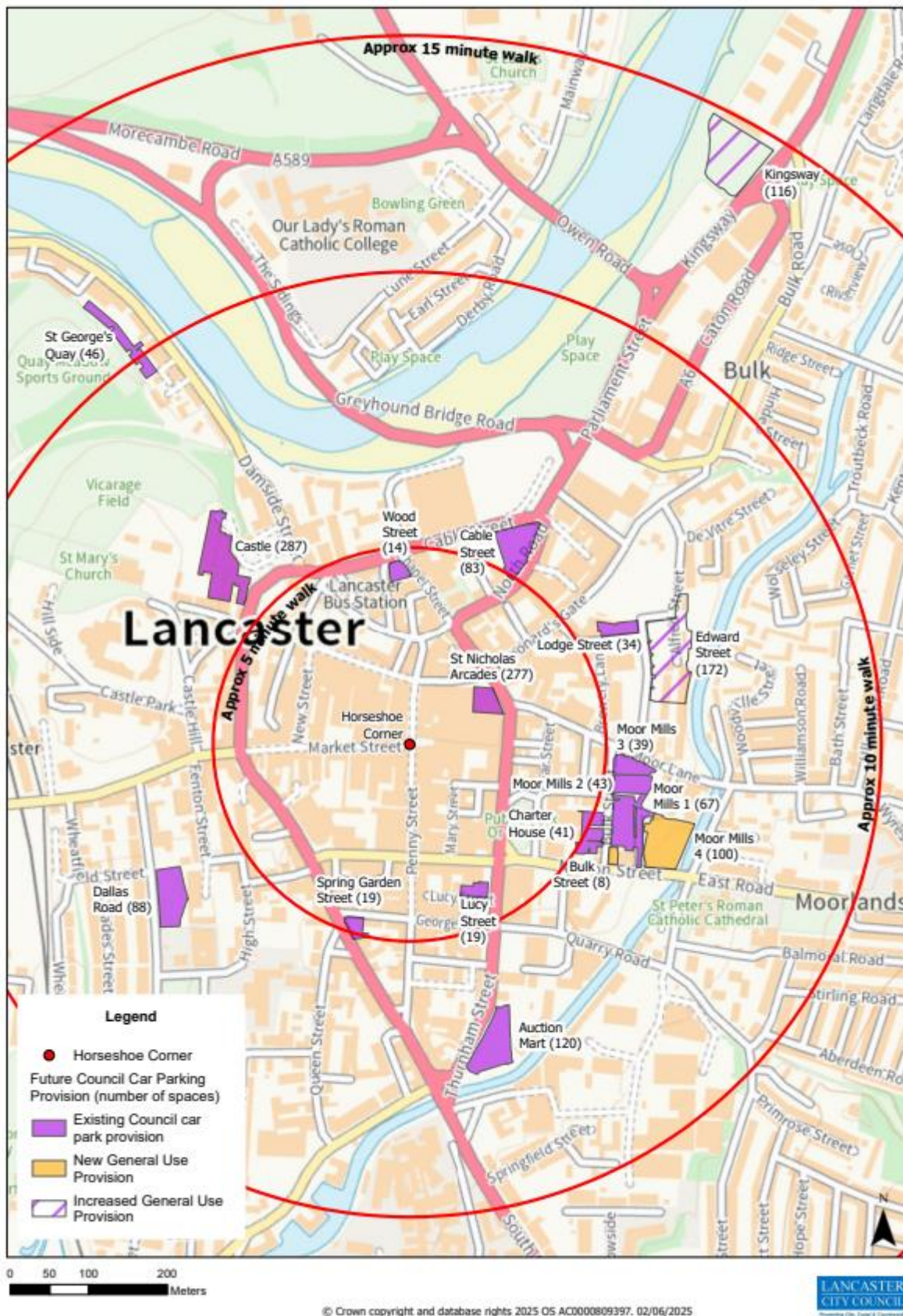
Assumes Castle return Aug 2026.

Assumes loss of USLG & LSLG April 2027.

Existing City council Provision



End of Strategy Period Provision



To consider further changes to the city council's parking portfolio for the Long Term the following will be required:

1. Strategically plan for two new transport hubs – North & South of the City	Lancaster City Council	To review locations and delivery options, including financing and business cases.	High
2. Introduce ANPR enforcement when allowed by DfT	DfT	As legislation approves the use of ANPR to undertake penalty ticket enforcement.	Medium
3. Implement strategic approach to Lancaster movement strategy agreed in partnership with county council, Combined County Authority, and emerging transport improvements	Parking Services & County Council	On-going	High
4. Strategic signage - review locations and links to ANPR information provision.	Parking Services & County Council	Within 10 years	Medium
5. Monitoring and Review	Parking Services	3-year refresh of Parking Strategy and review of outcomes	

The Implementation and Action Plan outlines how Lancaster City Council will adapt its parking network to serve a modern, evolving city. The strategy is not just about capacity - it is about making the system smarter, more accessible, and more aligned with the city's long-term climate and development goals.

Through targeted site changes, modernisation of key facilities, and smarter tools for pricing, monitoring, and information, the city will maintain a reliable core of parking while reducing reliance on older, low-value surface lots.

A phased approach, combined with active monitoring and public engagement, will ensure the strategy remains responsive and delivers both accessibility and sustainability benefits.

Effective delivery requires collaboration. The city council will:

- Work closely with Lancashire County Council, especially regarding on-street capacity, sustainable transport integration, and the Local Transport Plan.
- Coordinate with planning and regeneration teams to align parking decisions with housing, development, and transport investment.

- Engage with businesses, tourism operators, residents, and disability access groups to ensure delivery remains inclusive and responsive.
- Collaborate with developers and landowners in areas such as the Canal Quarter and East Lancaster to ensure parking strategy supports long-term city centre vitality.

A formal strategy review is scheduled for 2027/28 to assess:

- Supply and demand trends.
- Revenue impacts and General Fund implications.
- Public and stakeholder feedback.
- Technology adoption and user satisfaction.
- Revisions to future Strategy iterations.

8. Conclusion

Lancaster City Council recognises that accessible, well-managed parking is a critical part of supporting the city centre economy, enabling inclusion, and maintaining travel choice. At the same time, the Council also accepts that the way we manage car parking must evolve to meet the challenges of climate change, housing delivery, sustainable transport, and efficient land use.

This strategy acknowledges the importance of providing an optimal and resilient level of car parking, especially for those with limited mobility and for locations underserved by public transport. It also reflects the urgent need to modernise infrastructure, improve quality, reduce congestion, and integrate parking more effectively with broader transport and land use goals.

The city council's off-street parking portfolio is only one part of the city's overall access system. But it is a part the Council directly controls—and can use strategically. By repositioning parking as a core element of planning and transport policy, rather than simply an operational service, Lancaster is creating the conditions for a cleaner, more efficient, and inclusive city centre.

The Parking Strategy 2025–2028 sets out a pragmatic, data-driven approach. It balances:

- Maintaining sufficient spaces to support economic vitality.
- Enabling the phased redevelopment of outdated surface car parks.
- Supporting modal shift through investment in walking, cycling, and public transport.
- Preparing for the long-term shift to electric vehicles and shared mobility.

While there is currently good availability across the network, managing demand intelligently—rather than simply increasing supply—will be central to long-term success. This means aligning parking provision with:

- The declared Climate Emergency.
- The Lancaster District Highways and Transport Masterplan.
- The Local Transport Plan.
- The Canal Quarter Masterplan, Eden Project access needs, and other regeneration priorities.

Business and community concerns about the future of public parking are acknowledged. Through this strategy, and ongoing collaboration with Lancashire County Council and other stakeholders, the Council is committed to ensuring that changes to parking provision are well-planned, phased, and responsive to local needs.

Looking ahead, the Council will continue to:

- Monitor demand patterns using new digital tools.
- Adapt provision based on data, feedback, and growth.
- Link parking strategy to wider goals for housing, health, economy, and environment.

By delivering this strategy, Lancaster will not only maintain a functional parking system—it will support a broader transition to a city centre that is better connected, more inclusive, and more resilient to the future.

Appendix 1

Links to County Plans and Strategies (including Bay Gateway DCO)

Local Transport Plan (2011-2021)

https://www.lancashire.gov.uk/media/191267/LTP3_through_full_council.pdf

Highways and Transport Strategy (2023-2025)

<https://www.lancashire.gov.uk/media/940050/highways-and-transport-strategy.pdf>

Lancaster District Highways and Transport Masterplan (2016)

<https://www.lancashire.gov.uk/media/899614/final-lancaster-highways-and-transport-master-plan.pdf>

Bay Gateway Development Consent Order (2013)

<https://infrastructure.planninginspectorate.gov.uk/wp-content/ipc/uploads/projects/TR010008/TR010008-001441-Final%20TSO%20DCO.pdf>

Lancaster City Centre Movement and Public Realm Strategy (2020)

https://www.lancashire.gov.uk/media/920691/2517-id-001-08-movement-strategy_compressed.pdf

Lancaster Local Cycling and Walking Infrastructure Plan (LCWIP) (2024)

[COMMENT: Move this list to an appendix and summarise relevance here briefly.]

<https://www.lancashire.gov.uk/media/951846/lancaster.pdf>

(Joint) Bus Service Improvement Plan (BSIP) (2022) **[COMMENT: Move this list to an appendix and summarise relevance here briefly.]**

<https://www.lancashire.gov.uk/media/938611/lancashire-and-blackburn-with-darwen-bus-service-improvement-plan-update-31-october-2022.pdf>

Sandylands Safer, etc... Streets Scheme (2024)

<https://www.lancashire.gov.uk/roads-parking-and-travel/active-travel/sandylands/>

Glossary	
ANPR	<i>Automatic Number Plate Recognition</i> – A digital system used to monitor vehicle entry, exit, and duration in car parks. Supports enforcement and real-time occupancy tracking.
EV	<i>Electric Vehicle</i> – A vehicle powered wholly or partially by electricity. EV infrastructure includes public charging points in council-managed car parks.
LCWIP	<i>Local Cycling and Walking Infrastructure Plan</i> – A framework guiding investment in active travel networks across the district.
BSIP	<i>Bus Service Improvement Plan</i> – A County-led programme designed to improve the coverage, frequency, and quality of bus services in line with national transport policy.
MSCP	<i>Multi-Storey Car Park</i> – A vertical parking structure offering off-street capacity, typically more efficient and long-term than surface lots.
P&R	<i>Park and Ride</i> – A parking facility at the city's periphery linked to public transport, designed to reduce city centre congestion.
LTP	<i>Local Transport Plan</i> – A strategic framework (managed by Lancashire County Council) that sets transport priorities, funding, and planning policy.
SPD	<i>Supplementary Planning Document</i> – A local planning policy tool that provides guidance on specific topics such as sustainable travel or parking design.
CCA	<i>Combined County Authority</i> – The emerging devolved structure expected to oversee Lancashire-wide transport and strategic planning.



Lancaster City Council's Equality Impact Assessment Guidance and Form

What is an equality impact assessment?

An equality impact assessment is a way of understanding the impact that a new way of doing things might have on members of our community, in particular people from protected groups. This could be a new service, practice, policy, strategy, project or decision.

Protected groups include age, disability, faith, religion or belief, gender (including marriage, pregnancy and maternity), gender reassignment, race and sexual orientation (including Civil Partnership).

Please note: the impact on rural communities and people on low incomes must also to be considered.

Why do I need to carry out an equality impact assessment?

Part of the council's core purpose is to *'provide a range of customer focused services and offer value for money and meet the needs of people who live, work and visit the district' and to 'maintain a cohesive community by ensuring we understanding the needs of our communities and provide equality of access to our services and employment opportunities'*.

It is therefore important that we collect and use information about our community to help us to understand how service changes and decisions might impact on the local community.

Our corporate *Ethos* makes it clear that in our stewardship role the council has a responsibility for *'ensuring the social, economic and environmental wellbeing of the local area'* and that in terms of social justice that *'the values of local government are founded on equality and meeting community needs'*.

Therefore we should consider how everything we do will impact on the communities that we serve. This should lead to more informed decision making, more customer focussed, cost effective, efficient services for local people.

When delivering services and employment, the council has a general equality duty to consider the need to:

- Eliminate unlawful discrimination, harassment, victimisation or other unlawful conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

How do I carry out an equality impact assessment?

A simple form has been developed to assist services with carrying out equality impact assessments.

The form provides a consistent approach to equality impact assessment, however, it is more important that we consider how everything we do will impact on the local community and that action is taken to mitigate impact. The form provides a way of recording this.

The council's 'getting to know our communities' data will help services to assess potential impact on protected groups. This provides both local and national statistics and is available on the Elsie equality and diversity page (via HR).

All councils have to produce similar information, therefore it may be useful to do a web search rather than starting from scratch.

An example of a completed form is also available on the Elsie equality and diversity page (via HR).

When do I need to carry out equality impact assessment?

Equality impact assessment should take place when considering doing something in a new way.

For example:

- A change in a current service or introduction of a new service
- The review of a current policy/strategy or the development of a new policy/strategy
- The start of a new project or when making a decision.

A decision-making flow chart is available on the Elsie equality and diversity page (via HR).

An equality impact assessment form will need to be completed as an appendix to decision making committee reports eg Cabinet, Council.

Please note: the outcomes of your equality impact assessment should be used to inform your reports.

Please refer to the report writing guidelines on Elsie or contact democratic services for advice on this.

Who should carry out equality impact assessment?

An equality impact assessment should be carried out by the officer leading on above examples.

Who can I contact for support and guidance?

Equality impact assessment support is available from the HR and Organisational Development Team.

Equality impact assessment form

An equality impact assessment should take place when considering doing something in a new way.

Please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

Please keep your answers brief and to the point. Consideration needs to be reasonable and proportionate.

Please also remember that this will be a public document – do not use jargon or abbreviations.

Section 1: Details

Service	Sustainable Growth
Title and brief description (if required)	Lancaster City Centre Parking Strategy 2025 - 2028 a strategic document aimed at managing city centre public car parking provision to support climate goals, accessibility, economic development, and urban regeneration.
New or existing	New
Author/officer lead	Paul Rogers
Date	20/06/2025

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

Yes Please complete the rest of the equality form.

Section 2: Summary**What is the purpose, aims and objectives?**

The strategy aims to:

Provide a framework to rationalise and modernise parking provision in Lancaster city centre.
 Support the shift towards sustainable and active travel
 Manage peak and long-term demand
 Improve accessibility and quality of provision
 Achieve a range of objectives including efficient use of land and potential release of land for affordable housing.

Who is intended to benefit and how?

City residents, commuters and visitors: through better planned, safer, and more sustainable parking.

Blue Badge holders and less mobile users: through improved provision and better locations.

Businesses: via consistent turnover and availability for customers.

Rural and low-income residents: potentially through lower-cost alternatives like Park & Ride and enhanced public transport access (though these are currently limited).

Section 3: Assessing impact**Is there any potential or evidence that this will or could:**

• Affect people from any protected group differently to others?		Yes
• Discriminate unlawfully against any protected group?		No
• Affect the relations between protected groups and others?		No
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?		Possible
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?		No

If yes, please provide more detail of potential impact and evidence including:

- A brief description of what information you have and from where eg getting to know our communities data, service use monitoring, views of those affected ie discussions or consultation results?
- What does this tell you ie negative or positive affect?

Age including older and younger people and children	Older residents may be affected if walking distances to city amenities increase and alternatives (e.g., buses) are limited. However, the strategy does address locations. Younger people may benefit from improved active travel options.
Disability	Critical risk: closure of central spaces or poor maintenance may reduce accessibility for people with mobility impairments. Strategy recognises this and proposes preserving high-quality Blue Badge provision and improving standards. The Strategy does not cover on-street provision nor pedestrian area provision which is the responsibility of Lancashire County Council
Faith, religion or belief	Neutral impact. Indirect effects possible if access to places of worship is hindered by parking location changes.
Gender including marriage, pregnancy and maternity	Parents with young children or pregnant women may be affected by reduced ease of access. Strategy has considered that the provision will remain family-friendly and with proximate choice of spaces.
Gender reassignment	No identified differential impact.

Race	No specific evidence of impact, but general accessibility concerns apply. The public consultation on the draft strategy did not identify any issues.
Sexual orientation Including Civic Partnership	No identified differential impact.
Rural communities	Potential negative impact. Lack of viable public transport alternatives in rural areas may limit access to city centre services if parking capacity is reduced. Park & Ride provision is underused and not well integrated.
People on low incomes	Strategy could disadvantage low-income individuals if public transport remains more expensive or less convenient than private car use. Pricing strategies and low-cost alternatives are considered.

Section 4: Next steps

Do you need any more information/evidence eg statistics, consultation? If so, how do you plan to address this? Potential for Cabinet to consider a further round of consultation to gain further surety against:

- Disabled user groups.
- Rural community representatives.
- Low-income and public transport users.

However, initial consultation on draft strategy provided a range of views.

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

The Strategy:

Maintain or enhance Blue Badge parking standards.

Consider low-income travel needs in pricing and Park & Ride planning.

Promote modal shift without marginalising car-dependent users, especially from rural or disadvantaged groups.

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

The Strategy commits the council to regular review and actions (which are resourced) to improve:

Use usage data, complaints and Blue Badge uptake.

Review car park usage and city access by group (where data allows).

Engage with equality groups through strategy reviews.

Thank you for completing this equality impact assessment form, please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).



Urgent Business Report

7 July 2025

Report of Chief Officer Governance

PURPOSE OF REPORT				
To advise Members of actions taken by the Chief Executive, in consultation with the relevant Cabinet Members and the Chair of the Overview and Scrutiny Committee.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Officers
				X
Date of notice of forthcoming key decision		n/a		
This report is public				

RECOMMENDATIONS

- (1) That the actions taken by the Chief Executive, in consultation with the relevant Cabinet Members and the Chair of the Overview and Scrutiny Committee in accordance with the Scheme of Delegation, in respect of the following, be noted:

To authorise the procurement of a contractor to carry out urgent works on Bridge House, Lancaster

1.0 Introduction

- 1.1 Defects discovered to the cladding on Bridge House presented a serious health and safety risk and urgent intervention was required.
- 1.1 The Chief Executive is empowered to authorise any action reasonably necessary to protect the health, safety or welfare of individuals or the safety of property and in this capacity took this Urgent Decision.

2.0 Proposal Details

- 2.1 Emergency works had been completed to create an exclusion zone and protect the public from any falling debris. Prominent safety signage was in place warning of the danger and to divert pedestrian and traffic and to prevent parking in the immediate dangerous area. A more permanent remediation was required and given the urgency there were only the following 2 realistic options:

Option 1 – Structural scaffold & cladding removal

Option 2 – Telehandler cladding removal

- 2.2 Option 2 was the most cost-effective solution for these urgent works which were estimated at (£135k) and would come from the Council's HRA Responsive Repairs budget.

3.0 Details of Consultation

The Chief Executive consulted with the Leader, Deputy Leader and Chair of Overview & Scrutiny Committee prior to taking this urgent decision and they were in agreement with this approach. The decision was taken on 5th June 2025.

4.0 Conclusion

Approval was given to the above actions, which are reported to this meeting in accordance with the City Council's Constitution, Delegation to the Chief Executive – Matters of Urgency.

RELATIONSHIP TO POLICY FRAMEWORK	
As set out in the Urgent Decision Notice UB138	
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)	
As set out in the Urgent Decision Notice UB138	
LEGAL IMPLICATIONS	
As set out in the Urgent Decision Notice UB138	
FINANCIAL IMPLICATIONS	
As set out in the Urgent Decision Notice UB138	
SECTION 151 OFFICER'S COMMENTS	
In accordance with the Council's Constitutional requirements the s151 Officer has been consulted and agrees with the approach outlined in the report .	
MONITORING OFFICER'S COMMENTS	
This report is in the name of the Monitoring Officer.	
BACKGROUND PAPERS	Contact Officer: Liz Bateson Telephone: 01524 582047 E-mail: ebateson@lancaster.gov.uk

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

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