



**Committee: CABINET**

**Date: TUESDAY, 16<sup>TH</sup> SEPTEMBER 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 join the Teams meeting.

## **A G E N D A**

**1. Apologies**

**2. Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 31<sup>st</sup> July 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. **Annual Complaints Report** (Pages 5 - 79)

**(Cabinet Member with Special Responsibility Councillor Maddocks)**

Report of Chief Officer Housing & Property (report published on 08.09.25)

8. **Renewal to Regulation 7 Direction under Town and Country Planning (Control of Advertisements) (England) Regulation 2007** (Pages 80 - 134)

**(Cabinet Member with Special Responsibility Councillor Tyldesley)**

Report of Chief Officer Planning & Climate Change

9. **Adoption of Conservation Area Appraisals for and boundary changes to Over Kellet, Whittington and Yealand Conyers & Redmayne conservation areas** (Pages 135 - 148)

**(Cabinet Member with Special Responsibility Councillor Tyldesley)**

Report of Chief Officer Planning & Climate Change

10. **Projects and Performance: Q1 2025-26** (Pages 149 - 160)

**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

Report of Chief Executive

11. **Strategic Risk Management** (Pages 161 - 178)

**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

Report of Chief Executive

*Please note: this report contains an exempt appendix, and the press and public may have to be excluded from the meeting in the event of Cabinet members being minded to refer to the exempt appendix.*

12. **Delivering Our Priorities: Q1 2025/26** (Pages 179 - 210)

**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

Report of Chief Officer Resources

13. **Capital Programme Mid-Year Review 2025/26** (Pages 211 - 225)

**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

Report of Chief Officer Resources

14. **Council Housebuilding Support Fund (Pages 226 - 232)**

**(Cabinet Member with Special Responsibility Councillor Caroline Jackson)**

Report of Chief Officer Housing & Property (report published 08.09.25)

*Please note: this report contains an exempt appendix, and the press and public may have to be excluded from the meeting in the event of Cabinet members being minded to refer to the exempt appendix.*

15. **Appointments to Outside Bodies (Pages 233 - 235)**

**(Cabinet Member with Special Responsibility Councillor Caroline Jackson)**

Report of Chief Executive

16. **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.

17. **Centenary House (Former Co-op Building), Morecambe: Procurement of a Preferred Developer Partner (Pages 236 - 267)**

**(Cabinet Member with Special Responsibility Councillor Bottoms)**

Report of Chief Officer Sustainable Growth

**ADMINISTRATIVE ARRANGEMENTS**

**(i) Membership**

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

**(ii) Queries regarding this Agenda**

Please contact Liz Bateson, Democratic Support - email [ebateson@lancaster.gov.uk](mailto:ebateson@lancaster.gov.uk).

**(iii) Changes to Membership, substitutions or apologies**

Please contact Democratic Support, telephone 582000, or alternatively email [democracy@lancaster.gov.uk](mailto:democracy@lancaster.gov.uk).

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

Published on FRIDAY 5 SEPTEMBER, 2025.



<b>CABINET</b>
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## Annual Complaints Report 16<sup>th</sup> September 2025 Report of Chief Officer – Housing and Property

PURPOSE OF REPORT			
To provide an update to developments in complaints handling within council services in line with the joint Code of Practice issued by the Housing Ombudsman and the Local Government and Social Care Ombudsman (2024). The report provides performance information and the required self-assessments against the code. Following this report Cabinet are required to publish a statement in relation to complaints.			
<b>Key Decision</b>		<b>Non-Key Decision</b>	<b>X</b> <b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>		N/A	
<b>This report is public</b>			

### RECOMMENDATIONS OF Cllr Sally Maddocks (Member with Responsibility for Complaints)

- (1) That the Cabinet member with responsibility for complaints be delegated to agree a statement to be published by the end of September 2025 on the Council's complaints handling in accordance with the Code.
- (2) That Cabinet approve the both the Complaint self-assessment forms and endorse the annual report and service improvement plans for 2025 and that all documents are published.

#### 1.0 Introduction

- 1.1 As a stock-retained local authority, the Council is subject to oversight from both the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO).
- 1.2 Over the past year, the Council has continued to respond to the requirements of the robust approach to complaint handling which has continued to evolve from the HO and the more recently aligned Code, developed jointly with the LGSCO.
- 1.3 The Code<sup>1</sup> became effective on 1 April 2024. It brings together standards for complaint handling across housing and non-housing services, with the aim of creating a more consistent and resident-focused approach across all council

<sup>1</sup> The Housing Ombudsman Complaint Handling Code (<https://www.housing-ombudsman.org.uk/wp-content/uploads/2024/04/02.-Complaint-Handling-Code-24.pdf>) and the Local Government and Social Care Ombudsman Complaint Handling Code (<https://www.lgo.org.uk/assets/attach/6558/Complaints-Handling-Code-F-form.pdf>) are published separately, but are aligned in terms of their content.

functions.

- 1.4 The Code includes:
- A clear definition of what constitutes a complaint
  - A two-stage complaints process with defined response times
  - A requirement for annual reports, self-assessments and learning reports
  - A focus on fairness, transparency, and continuous improvement
- 1.5 Compliance with the HO Code is mandatory for the housing service as a registered provider of social housing. The Social Housing (Regulation) Act 2023 places a duty on the HO to monitor compliance with the Code. Non-compliance with the Code can result in the HO taking further action with failings potentially leading to the issue of Complaint Handling Failure Orders.
- 1.6 The LGSCO Code remains voluntary<sup>2</sup> at present but is expected to become mandatory from 2026. Currently there is not specific responsibility for the LGSCO to monitor compliance with the Code. However it should be noted that the LGSCO does investigate complaints and issue findings and has the power to issue public reports about the actions of individual organisations. Whilst not currently mandatory, in June 2024, Cabinet endorsed the Council's approach to developing a robust complaints process in line with the Code corresponding to the same approach for our Council Housing service.
- 1.7 Throughout 2024/25, the Council has made strong progress in aligning all service areas to the principles of the joint Code and building a more transparent and consistent complaints culture, channelled through the Customer Service Team.

## **2.0 Complaint Assessment**

- 2.1 The Council has now completed and published its second annual self-assessment against the HO Code (Appendix A), confirming full compliance in key areas, alongside continued focus on learning and service improvement.
- 2.2 A voluntary self-assessment against the LGSCO Code has also been completed (Appendix B). While there are areas for improvement, this demonstrates the Council's commitment to proactively preparing for future mandatory compliance.
- 2.3 The Council has a published Complaints Policy that is aligned with the Code, to ensure consistent processes and expectations across all service areas. This is due to be reviewed by April 2026.
- 2.4 The council housing service has published its second annual Complaints Performance and Learning Report (Appendix C). This includes complaint volumes, themes, outcomes, and actions taken. Learning from complaints has improved, and structured reporting remains a focus for 2025/26. Information on performance and learning is regularly shared with the Council Housing Advisory Group.
- 2.5 Despite being a voluntary endeavour, a complaints annual report for non-housing services (LGSCO-related) has been produced for 2024/25, to meet the expectations of the Code (Appendix D) for the first time. An internal project team continue to meet regularly to track progress.

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<sup>2</sup> The Local Government and Social Care Ombudsman's (LGSCO) Complaint Handling Code is currently non-statutory. While compliance is encouraged, particularly in preparation for future changes, completion of the LGSCO self-assessment is voluntary during 2024/25. The LGSCO has stated that it intends to keep the status of the Code under review, with a view to making it mandatory in the future.

- 2.6 The Council has continuously invested in the ongoing development of its Granicus complaints system to support effective tracking, analysis and oversight of complaints across the organisation using intelligent IT solutions.
- 2.7 In accordance with the Code and referred to within the self-assessment documentations – Cabinet are required to publish a statement in relation to the Council's complaints handling.

### 3.0 Details of Consultation

- 3.1 Housing complaints performance and learning has been shared with the Council Housing Advisory Group throughout the 2024/25 financial year, which includes tenants, elected members, and partner organisations. Performance has been noted and consideration for wider involvement of tenants has been considered.

### 4.0 Options and Options Analysis (including risk assessment)

	<b>Option 1:</b> To approve the recommendations as set out in the report.	<b>Option 2:</b> That an alternative approach to complaint handling be proposed.
Advantages	Ensures continued compliance with mandatory Code (housing) and prepares for future expected mandatory compliance across all services. Improves consistency and builds a learning culture.  Continued improvement work required in non-housing areas	Unknown
Disadvantages	Continued resource requirements required on an area not yet mandatory for the Council.	Unknown
Risks	Inconsistency may persist while new systems embed.	Risk of non-compliance, reputational harm, and missed opportunity to improve customer service.

### 5.0 Officer Preferred Option (and comments)

- 5.1 Option 1: This allows officers to work towards a realistic plan for full compliance across the council in time for the expected mandatory requirement in 12 months' time. It promotes a resident focused approach to complaints, and service improvement. It also supports the continued development of IT solutions to promote a streamlined, and consistent service for residents.

## 6.0 Conclusion

- 6.1 Generally, residents who have reached the stage of making a formal complaint against the Council are using this mechanism to show genuine and reasonable dissatisfaction. Effective and unified complaint handling and the continuation of the development of a positive complaints culture offers vital feedback on service delivery and should be treated as a genuine opportunity for improvement.
- 6.2 The Code provides a clear and unified framework to ensure complaints are taken seriously, handled fairly, and used to drive improvement. It prioritises open, transparent communication with complainants; consistency in responses and response times; accessibility for complainants; and a strong focus on evidenced learning from complaints.
- 6.3 This report and associated Appendices sets out the progress made across housing and non-housing services, and our continued commitment to accountability and learning and supports the Council's wider vision of being a 'Co-operative, Kind and Responsible Council'.

### RELATIONSHIP TO POLICY FRAMEWORK

Lancaster City Council Corporate Plan 2024–2027 – A Co-operative, Kind, and Responsible Council.

This approach to complaint handling supports openness, fairness, and service improvement.

### CONCLUSION OF IMPACT ASSESSMENT

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

No known implications.

### LEGAL IMPLICATIONS

There are no legal implications arising from this report.

### FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report. Although the majority of time spent by officers and associated IT costs regarding complaint handling and reporting of performance can continue to be managed from within existing resources, recruitment is currently underway for a temporary part-time Complaints Performance Officer to provide additional support, to be funded from in-year Council-wide vacancy savings. For this post to be extended beyond 31 March 2026, a further source of funding will need to be identified, or a growth proposal considered as part of the 2026/27 budget-setting process.

The cost of the additional post should be considered in the context of mitigating against potential findings and future fines from either Ombudsman, especially as the expectation is that the Local Government and Social Care Ombudsman's (LGSCO) Complaint Handling Code will also become mandatory from 2026. Numbers of complaints being received are currently increasing, reportedly around three times as many as the corresponding period last year.

**OTHER RESOURCE IMPLICATIONS****Human Resources:**

Continuing to adopt this approach does bring additional requirements for those involved in complaint handling as well as reporting requirements. The Council has approved to the introduction of a part-time post to support with this work.

**Information Services:**

Minimal – ongoing development of the Granicus system supported within existing capacity

**Property:**

None known

**Open Spaces:**

None known

**SECTION 151 OFFICER'S COMMENTS**

There is currently no budgetary provision for this role however in the short-term it can be managed from favourable salary savings achieved within this financial year. Beyond that the continuation is therefore subject to future funding being identified. This could be met from compensating savings being found usually via a redirection of existing budgets or service restructuring. Should they not be identified then a growth proposal will need to be considered as part of the 2026/27 budget-setting process.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Appendix A – Housing Ombudsman Self-Assessment

Appendix B - Local Government and Social Care Ombudsman Self Assessment

Appendix C – (Council Housing) Complaints Performance and Service Improvement Report (2024-25)

Appendix D – Lancaster City Council (Non-Housing) Complaints Performance and Service Improvement Report (2024-25)

**Contact Officer:** David Holme

**Telephone:** 01524 582089

**E-mail:** dholme@lancaster.gov.uk

**Ref:**

## Appendix A: Self-Assessment Form (April 2025)

This self-assessment form should be completed by the complaints officer, and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	Lancaster City Council Complaints Policy	<p>Lancaster City Council’s complaint handling process uses the Housing Ombudsmans (HO) definition of a complaint.</p> <p>“an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.”</p>
1.3	<p>A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.</p>	Yes	Lancaster City Council Housing Complaints Policy	<p>Where the substance of feedback amounts to a complaint it is recorded as a complaint and investigated as such. This is even if the resident has not expressly stated they wish to make a complaint.</p> <p>This is catered for in the Housing Ombudsman definition of a complaint “A complaint is an expression of dissatisfaction”.</p> <p>Complaints received on behalf of a resident are handled in line with the Housing Complaints Policy providing we are satisfied we have valid authority to act.</p> <p>Some contacts such as MP or Councillor enquires are handled as complaints through the formal</p>

				<p>process if we believe that the constituent's issue is a complaint rather than an enquiry or service request.</p> <p>This is included in our Complaints Policy and also within our service-wide in-house training.</p>
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	Yes	Lancaster City Council Complaints Policy	<p>Our complaints policy explains the difference between a service request and a complaint. It states: "If this is the first time you are reporting an issue, we may treat it as a service request."</p> <p>Service requests are logged on the same system as complaints – but are excluded at the acknowledgement stage.</p>
1.5	<p>A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.</p>	Yes	Lancaster City Council Complaints Policy	<p>Based on the definition of a complaint used by Lancaster city Council.</p> <p>Expressions of dissatisfaction about the response to a service request would be included in this process.</p>
1.6	<p>An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.</p>	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>	<p>"Any expression of dissatisfaction regarding our services that is made through a survey, will not be defined as a complaint. Wherever possible, we will contact the person completing the survey to advise how they can pursue a complaint if they wish to."</p>



## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Lancaster City Council Complaints Policy	<p>As a landlord we do accept, log, investigate and respond to all complaints.</p> <p>Our complaints policy lists the exclusions to this in detail.</p> <p>Complaints handling software (Granicus) allows for the recording and monitoring of excluded complaints.</p>
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	Lancaster City Council Complaints Policy	<p>Our complaints policy lists the exclusions to this in detail including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Day to day service requests or initial reporting of faults.</li> <li>• Criticisms or disagreement with council policies.</li> <li>• Complaints concerning the level of rent or service charge or the amount of the rent or service charge increase.</li> <li>• Complaints against individual employees which arise from dissatisfaction with a council policy or decision, and where no other basis for the complaint exists.</li> </ul>

2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Lancaster City Council Complaints Policy	Our complaints policy expressly states: “The council will normally only accept complaints made within twelve months of the incident or circumstances that led to the complaint”.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Lancaster City Council Complaints Policy	Our complaints policy expressly states:  “If the Council, as your landlord, decides not to accept a complaint, a detailed explanation will be provided to the resident, setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Housing Ombudsman”.  Complaint exclusion letters are part of a suite of template letters. These letters provide clear information and guidance on the tenants right to contact the Housing Ombudsman and provides the contact details for the organisation
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>	The Council Housing Complaints webpage page expressly states:  “Council Housing will always accept a complaint unless there is a valid reason no to do so. However, when assessing whether to treat a contact as a complaint or not. Each case will be considered on its individual merits and consideration may be given”.

### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>  <a href="#">Council Housing Reasonable Adjustment Policy</a>	<p>Our customer care page expressly states:</p> <p>“Complaints can be made online, via email, by telephone, in person or in writing. If you prefer to talk to someone in person, a meeting can be arranged and a friend, relative or other representative can come with you if you wish.”</p> <p>Lancaster City Council’s Council Housing service has a comprehensive Reasonable Adjustments policy that outlines the organisation’s commitment to adhere to the Equality Act 2010.</p> <p>This policy is a public facing document that can be easily found on the Council Housing webpage</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>	<p>Our customer care page expressly states:</p> <p>“Complaints can be made online, via email, by telephone, in person or in writing. If you prefer to talk to someone in person, a meeting can be arranged and a friend, relative or other representative can come with you if you wish.”</p> <p>Annual refresher training is provided for all ‘front line’ staff, to help them recognise and effectively handle expressions of dissatisfaction/complaints.</p>

3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>	Our web page outlines that complaints are useful feedback that allows our service to identify areas for improvement.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	<a href="#">Lancaster City Council Complaints Webpage</a>  Lancaster City Council Complaints Policy	Our policy is easily found on our wider council webpage. It clearly defines the two stage complaints process, what occurs at each of these stages and the timeframes involved. We also have regular social media posts and newsletter articles that direct tenants to our complaints policy.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Lancaster City Council Complaints Policy	Our policy explains that it will be published on the council's main website and the Council Housing specific page.  It commits to regularly promoting the complaints process through channels like social media and newsletters.  The policy also includes information about the Housing Ombudsman Service and the Complaint Handling Code.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Lancaster City Council Complaints Policy	Lancaster City Council's complaint policy outlines that; a complaint can be made on behalf of the resident by a councillor, advice worker, solicitor or other third party. However, a third-party consent form must be completed.

3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Lancaster City Council Complaints Policy	The Complaints policy provides clear information on how a resident can access the Ombudsman service. This is also included in out complaint response letters at both Stage 1 and Stage 2.
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## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes		<p>Council Housing has a named Complaints Officer with the required responsibility, and a team of additional officers who act as complaint handlers and complaint administrators.</p> <p>These Officers receive clear guidance and appropriate training to carry out this role.</p> <p>The Complaints Officer for council housing has overall responsibility for this area of work, and acts in liaison with our Information Governance Team who act as liaison with the Housing Ombudsman and the organisation. The Complaints Officer reports via the organisation's governance structures (Cabinet, Portfolio Holder, additional groups and committees).</p>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		<p>The 'complaints officer' function is undertaken by the Social Housing Governance Manager who is a senior manager in the housing team who has access to staff of all levels.</p> <p>Due to their seniority within the organisation, they also have the authority and autonomy to resolve disputes.</p>
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably	Yes	Induction Handbook	All front-line staff have received complaint handling training which is refreshed on a biennial

	trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively			<p>basis.</p> <p>In addition to this Complaints Training is part of the induction process for new starters within the service.</p> <p>Learning is recorded on all complaints as part of the complaint handling system/software. A monthly complaints learning meeting is held between managers.</p> <p>Learning is published on a quarterly basis.</p> <p>Complaint handling is a key item discussed at monthly management meetings and regular internal meetings confirm resources required.</p>
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## Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Lancaster City Council Complaints Policy	<p>Lancaster City Council has a single complaints policy. This policy covers all service areas within the organisation.</p> <p>Residents will never be treated differently if they choose to raise a complaint as we view this as an opportunity for learning and development.</p>
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not	Yes	Lancaster City Council Complaints Policy	Whilst Lancaster City Council promotes a culture that resolves complaints early, we operate a

	appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.			two stage complaints process with no additional named stages as outlined in our complaints policy document.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Lancaster City Council Complaints Policy	Lancaster City Council operates a two stage complaints process with no additional named stages as outlined in our complaints policy document.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Lancaster City Council Complaints Policy	The Council would not in any circumstances request a third party to complete a response on our behalf, information would be gained from the third party and included in a response letter from a named Lancaster City Council member of staff.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Lancaster City Council Complaints Policy	The Council would not in any circumstances request a third party to complete a response on our behalf, information would be gained from the third party and included in a response letter from a named Lancaster City Council member of staff.



5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Stage 1 and 2 Acknowledgement Letters	<p>All acknowledgement letters sent out to residents who have raised a complaint, include a full breakdown of the landlords understanding of the complaint, as well as the outcomes/remedies that the resident is seeking.</p> <p>In any cases where this information is not known, staff are advised to contact the resident for further clarification.</p>
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Stage 1 and 2 Acknowledgement Letters	In the event that an aspect of the complaint raised is not part of the landlord’s responsibility and therefore will not be investigated, the acknowledgement letter will clarify this as such and wherever possible signpost the resident to the correct body.
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>	Yes	Council Code of Conduct	<p>The service meets the requirements of provision <b>5.8</b> through the following means:</p> <ul style="list-style-type: none"> <li>a. This is covered in our inhouse complaint training carried out biennially.</li> <li>b. As part of our process staff are encouraged to contact the complainant to ensure that they are able to fairly set out their position.</li> <li>c. The Council’s Code of Conduct outlines the expectations around potential conflict of interests and the measures taken to avoid or minimise these situations.</li> </ul>

				d. Responding officers are skilled and experienced members of staff. Who have received adequate training and are able to consider relevant information and evidence carefully
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Lancaster City Council – Guidance on Complaints	<p>Section 6. timescales outlined that in exceptional circumstances, cases may need additional time to fully investigate and to arrange remedial action.</p> <p>In these cases, staff are advised to agree suitable timescales with the complainant and ensure they are regularly updated on progress.</p>
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	<a href="#">Council Housing Reasonable Adjustment Policy</a>	Council Housing has a comprehensive reasonable adjustments policy that outlines our commitment to ensuring our service is accessible to all
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Lancaster City Council Complaints Policy	We will never refuse to escalate a complaint without a valid reason to do so. in cases where we would refuse to escalate a complaint to the second stage of our process, we would provide the complainant with a letter that clearly sets out the reasons for refusal in line with Section 2 of the Ombudsman code.

5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Complaint Handling System (Granicus)	<p>Lancaster City Council use Granicus to record all cases. Using this platform a full record of the complaint can be kept, including actions and outcomes.</p> <p>All details of the complaint itself are recorded, including the date received, the complaint definition and outcomes being sought.</p> <p>It also allows the service to record the correspondence with the tenants such as letters, emails etc.</p>
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Lancaster City Council Complaints Policy	<p>Our policy outlines that we will put things right when they have gone wrong, that we will inform complainants of the actions it will take or intends to take to put things right.</p> <p>This is not a stage dependent aspect of the process and appropriate remedies will be taken at either stage of the complaint.</p>
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	<p>Lancaster City Council Complaints Policy</p> <p>Council Housing – Unacceptable Behaviour Policy</p>	<p>Covered in Section 10 of the Complaints Policy Document.</p> <p>Council housing also have a Unacceptable Behaviour Policy.</p>

5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	<p>Lancaster City Council Complaints Policy</p> <p>Council Housing – Unacceptable Behaviour Policy</p>	<p>Section 10 of our Complaints Policy states that while the council welcomes feedback, it will not tolerate abusive, threatening, or deceitful behaviour and will take proportionate action if it occurs.</p> <p>Council Housing also has an Unacceptable Behaviour Policy, which outlines actions—such as limiting contact—that may be taken in response to verbal abuse, threats, or similar behaviour, always ensuring the response is proportionate.</p>
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## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Lancaster City Council – Guidance on Complaints.	<p>Our complaints process aims to resolve issues as early as possible, considering the case's complexity and any urgent matters.</p> <p>We hold weekly complaints huddles to review cases, identify quick resolutions, and decide which need further investigation. Staff are encouraged to act promptly, even before a formal response is given.</p> <p>Complaint handlers should contact complainants early to assess complexity or vulnerability and clarify any issues. Complex cases are referred to the Social Housing Governance Manager to assign the appropriate investigator across teams.</p>
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	Lancaster City Council- Complaints Policy	<p>Section 6 outlines that the investigating officer must contact the complainant to fully understand the issues.</p> <p>It also states that Stage 1 complaints should be acknowledged and logged within 5 working days of receipt.</p>

				In 2024-25 we achieved this target in 98% of cases.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Lancaster City Council- Complaints Policy	<p>Section 6 of Lancaster City Council's complaints policy states that a full Stage 1 response must be issued within 10 working days of receiving the complaint.</p> <p>In 2024-25 we achieved this target in 84% of cases.</p>
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	<p>Lancaster City Council- Complaints Policy</p> <p>Stage 1 Extension Letter (10 days) Template</p>	<p>Lancaster City Council's complaints policy states that if a response delay is needed, the officer must inform the complainant of the new timescale, explain the reason, and provide ombudsman contact details.</p> <p>Extensions are at the council's discretion but should not exceed 10 working days without good reason. A Stage 1 Extension Letter Template is available to support this process.</p>
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Stage 1 Extension Letter (10 days) Template	<p>If a complaint requires an extension, the responding officer will provide the complainant with Housing Ombudsman contact details.</p> <p>All response letters include information on how residents can contact the Ombudsman, and a</p>

				Stage 1 extension letter template includes these details as well.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Lancaster City Council – Guidance on Complaints.	The complaint response is sent once the outcome is known.  Any outstanding actions are listed in the response with target or agreed dates and are recorded on the Granicus system.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Lancaster City Council – Guidance on Complaints.	Lancaster City Council has adopted the Housing Ombudsman’s best practice letter template for all complaint responses. This ensures all issues raised are addressed, with clear explanations for the decisions made and any actions taken.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Lancaster City Council – Guidance on Complaints.	Our staff guidance states that if new allegations aren't closely related to the current complaint, the complainant should be advised to raise them separately. All additional allegations must be responded to within 5 working days.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made;	Yes	Response Letter Template.	Lancaster City Council uses a letter template for all responses. In this template all items A) to G) are included.

	<p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>			
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## Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Response Letter Template	Stage 1 complaint letters inform residents that if they are dissatisfied with the response, they should contact the organisation to have the complaint reviewed at Stage 2.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Lancaster City Council- Complaints Policy	Section 6 states that Stage 2 requests must be acknowledged and logged within five working days of receiving the escalation request.  In 2024-25 we achieved this target in 100% of cases.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Lancaster City Council – Guidance on Complaints.	Residents do not need to provide a reason for requesting an escalation to Stage 2. Complaint handlers may seek additional information to understand why the resident was dissatisfied with the Stage 1 response, but this is not required for Stage 2 consideration.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Lancaster City Council – Complaints Policy	The Council's complaint policy outlines that a stage 2 complaint will be considered by a Chief Officer (ordinarily, but not always outside of the



				<p>service area being complained about).</p> <p>In the event the complaint is about a Chief Officer it will be reviewed by the Senior Leadership Team.</p>
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Lancaster City Council Complaints Policy	<p>The standards for stage 2 complaints are detailed within the complaints policy. The standard for responding to a stage 2 complaint is 20 working days.</p> <p>In 2024-25 we achieved this target in 86% of cases.</p>
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	<p>Lancaster City Council Complaints Policy</p> <p>Stage 2 Extension Letter (20 days) Template</p>	<p>Lancaster City Council's complaint policy outlines all guidance on extensions at stage two. It highlights that although extensions are at the discretion of the landlord, they cannot exceed 20 working days without good reason.</p> <p>The service also has a extension letter for Stage 2 complaints. Which meets the requirements of this provision.</p>
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Extension Letter Templates	<p>All letters sent to residents as part of our complaint handling procedure include details on how to contact the Housing Ombudsman, including correspondence regarding timescale extensions. The service also has an extension letter for Stage 2 complaints that meets these requirements.</p>

6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Lancaster City Council Complaints Policy	The complaint response is sent to the resident when the answer to complaint is known. If there should be any outstanding actions, these will be listed within the written response with target/arranged dates. Outstanding actions are tracked within the system until they are completed.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Lancaster City Council Complaints Policy	Lancaster City Council has adopted the Ombudsman's best practice letter template for all complaint responses. Because of this our complaints responses do address all points raised and provide clear reasons for the decisions made.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Response Letter Template	As with the responses for Stage 1 complaints. Lancaster City Council uses a letter template for all responses at stage 2. In this template all items A) to G) are included.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Response Letter Template	Lancaster City Council operates a two stage complaints process, as such any stage 2 response sent to a resident is the final response
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## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	Yes	Lancaster City Council Complaints Policy	Our complaints procedure is designed to resolve disputes effectively by identifying issues and outlining the actions required to address them. The response letters offer officers the opportunity to detail how the council plans to resolve the complaint, including all options specified in code requirement 7.1.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Lancaster City Council Complaints Policy	Lancaster City Council always try to ensure the remedies offered reflect the impact on the resident. We also, wherever possible, try to ascertain what outcome the resident is seeking as part of the complaints process.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Response Letter Templates	<p>Response letters sent to the resident will always clearly set out what actions will be taken as part of the remedy, wherever known this will include the timescales of said actions and the officer who will be carrying these out.</p> <p>In cases where appropriate outstanding actions, appointments, repairs will be made in agreement with the resident. All remedies will be processed through to completion and note of these can be recorded on the councils complaints tracker (Granicus).</p>
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		<p>We are committed to handling complaints in the best possible manner.</p> <p>We refer to the Ombudsman's guidance when deciding upon remedies for our complaint cases.</p> <p>In instances where the ombudsman contacts Council Housing directly to issue guidance on particular cases, we will always take account of the guidance offered to us.</p> <p>A compensation policy was developed and published in the 2024-25 financial year.</p>

## Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes	Annual Complaints Report 2024-25	<p>Lancaster City Council's Council Housing Team have produced an annual complaints performance and service improvement report for scrutiny.</p> <p>The report includes this annual self-assessment as an addendum ensuring that the complaints policy remains in line with its requirements.</p> <p>Both qualitative and quantitative analysis of our performance is included, including the types and nature of complaints received.</p> <p>It also includes learning from the previous year's complaints and service improvements to be focused upon in the coming 12 months.</p> <p>The report includes findings of non-compliance and investigations carried out by the Housing Ombudsman as well as the most recent Landlord Performance report from the Ombudsman (Last updated July 2024).</p>
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints.	Yes	Lancaster City Council Complaints Webpage	Report scheduled at September 2025 Cabinet. Documents relating to this and the Council's response will be published on our complaints section of our website.

	The governing body's response to the report must be published alongside this.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		Although Lancaster City Council is not currently undertaking any mergers, restructures, or changes in procedures. We are committed to doing so in the event of such. We will be particularly mindful of this as Local Government Reorganisation progresses.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		Lancaster City Council's Council Housing Service is committed to carrying out a review and update of our self-assessment should we be requested to do so by the Ombudsman.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.	Yes		Should such an incident/situation occur and as a landlord we were unable to comply with the Code. Council Housing would be committed to informing the Ombudsman and the affected complainants and publish this on our website with the appropriate timescales for the resuming of the service.

## Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Lancaster City Council- Guidance on Complaints	<p>Lancaster City Council is committed to learning from residents' complaints and looking beyond the circumstances of the individual complaint.</p> <p>We hold regular review of the complaints we have received to identify service failures and use this learning to consider whether service improvements need to be made as a result.</p>
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Lancaster City Council- Guidance on Complaints	<p>Lancaster City Council's Council Housing Service acknowledges the positive impact of complaints on improving future service delivery, supported by the investigation and learning process.</p> <p>Our regular learning sessions use complaints as valuable intelligence to identify broader service issues and implement necessary improvements in service delivery.</p> <p>Complaint themes can and have been used to then trigger tenant scrutiny reviews for a deeper dive into particular areas.</p>
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to	Yes	Quarterly Learning and Service Improvement Report.	The Member with Responsibility for Complaints, alongside other relevant portfolio Holders, Staff and residents will receive a quarterly learning and improvement report that outlines the wider learning and related service improvements.

	stakeholders, such as residents' panels, staff and relevant committees.			<p>The Council Housing Advisory Group (Councillors, Tenants, Community Partners) will also receive this report as part of a quarterly meeting.</p> <p>The Cabinet (as part of the council governance) will receive this learning and service improvement report on a quarterly basis also.</p> <p>Complaint handling is scheduled for review at our Overview and Scrutiny Committee.</p>
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes		The Social Housing Governance Manager has accountability for complaints handling and reports directly into the Chief Officer for Housing and Property. This role assesses any themes or trends to identify potential system issues, and includes this in regular reporting.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes		An elected member of the Cabinet has been appointed to have overall responsibility for complaints for the organisation.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		The MRC receives regular updates of the landlords performance in relation to complaints. It is the MRCs responsibility to convey this information to the wider elected council.



9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	Yes	<p>Quarterly Complaints Reports</p> <p>Complaint Cabinet Reports</p> <p>Annual Complaint Performance and Service Improvement Report</p>	<p>Lancaster City Council's Council Housings Complaints Report 2024-25 incorporates required elements. This is presented at September 2025 Cabinet.</p>
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>	Yes	<p>Service Improvement Plan</p> <p>TSM Action Plan</p>	<p>Our organisation works collaboratively with other services.</p> <p>One of our core values is 'being accountable', as so we take responsibility for failures as a collective, rather than promoting a blame culture. We are committed to acting within the professional standards for engaging with complaints as set out by the Ombudsman.</p>

## 2024/25 Self-assessment against the requirements of the Complaint Handling Code

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
<b>1: Definition of a service request and complaint</b>	<b>Required Action:</b>	<b>To recognise the difference between a service request and a complaint, and these are defined in our policies and procedures.</b>
1.1 Effective complaint handling enables individuals to be heard and understood. The starting point for this is a shared understanding of what constitutes a service request and what constitutes a complaint. In most cases organisations should be able to put things right through normal service delivery processes.	Yes	LCC policy recognises/outlines the difference between a service request and a complaint and adheres to Ombudsman definition of a complaint.
1.2 A service request may be defined as: ‘a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision.’	Yes	This definition has been adopted within LCC complaints policy.
1.3 This provides organisations with opportunities to resolve matters to an individual’s satisfaction before they become a complaint.	Yes	LCC policy encourages staff to resolve service delivery issues without recourse to our formal complaints process. LCC will not stop its efforts to address the service request even if a complaint is raised.
1.4 A complaint may be defined as: ‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals.’	Yes	This definition has been adopted within the LCC complaints policy.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
1.5 An individual should not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative should still be handled in line with the organisation's complaints policy.	Yes	LCC policy and guidance has adopted this approach.
1.6 Organisations should recognise the difference between a service request and a complaint. This should be set out in their complaints policy.	Yes	LCC policy recognises/outlines the difference between a service request and a complaint and adheres to Ombudsman definition of a complaint.
1.7 Service requests are not complaints but may contain expressions of dissatisfaction. Organisations should have the opportunity to deal with a service request before a complaint is made. A complaint may be raised when the individual expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. An organisation should not stop its efforts to address the service request if the individual complains.	Yes	LCC policy and guidance has adopted this approach.  Service requests presented to LCC via typical service channels are treated as such and are recorded and actioned accordingly. If a service request is presented via our complaints channel/process, this is logged on our complaints system but then excluded as a service request.
1.8 Service requests should be recorded, monitored, and reviewed regularly.	Yes	All LCC depts have processes whereby service requests are recorded and monitored. Development of the Granicus CRM system with service dashboards will support further progress in this area over the coming 12 months.
<b>2: Exclusions</b>	<b>Required Action:</b>	<b>Complaints policy sets out circumstances where they would not be considered a complaint. These are reasonable and do not deny individuals access to redress.</b>

Code section	Do we follow the Code: Yes/No	Explanations and Commentary
2.1 An organisation should accept a complaint unless there is a valid reason not to do so. If the organisation decides not to accept a complaint, it should be able to evidence its reasoning. Each complaint should be considered on its own merits.	Yes	LCC policy and guidance has adopted this approach.
2.2 Organisations should accept complaints referred to them within 12 months of the issue occurring, or the individual becoming aware of the issue. Organisations should consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	LCC policy and guidance has adopted this approach.
2.3 A complaints policy should set out the circumstances in which a matter might not be considered or escalated. Organisations should ensure that these are reasonable and should not deny individuals access to redress.	Yes	LCC accepts all complaints unless they clearly fall under one of the exclusion reasons in our policy.
2.4 If an organisation decides not to accept a complaint, an explanation should be provided to the individual setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Yes	LCC policy and guidance has adopted this approach.
2.5 Organisations should not take a blanket approach to excluding complaints; they should consider the individual circumstances of each complaint.	Yes	LCC policy and guidance has adopted this approach.
<b>3: Accessibility and awareness</b>	<b>Required Action:</b>	<b>To provide different channels through which individuals can make complaints. These are accessible and can make reasonable adjustments where necessary</b>
3.1 Organisations should make it easy for individuals to complain by providing different channels through which they can make a complaint. Organisations must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of individuals who may need to access the complaints process.	Yes	The council is committed to making this process accessible to all. Complaints can be made via any channel to any member of staff. We also utilise translation facilities and bespoke home visits. All information relating to the council's complaint policy and procedures is available in a resident's preferred format.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
3.2 Individuals should be able to raise their complaints in any way and with any member of staff. All staff should be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the organisation.	Yes	LCC policy and guidance has adopted this approach. Training workshops have been made available to all staff. Staff would be expected to record complaints on the Granicus CRM system which would then result in them being shared with the appropriate person to respond.
3.3 High volumes of complaints should not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that individuals are unable to complain.	Yes	LCC policy and guidance has adopted this approach/view.
3.4 Organisations should make their complaint policy available in a clear and accessible format for all individuals. This should detail the process, what will happen at each stage, and the timeframes for responding. The policy should also be published on the organisation's website.	Yes	LCC policy and guidance has adopted this approach/view.
3.5 The policy should explain how the organisation will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	LCC policy and guidance has adopted this approach/view.
3.6 Organisations should give individuals the opportunity to have a suitable representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the organisation.	Yes	LCC accepts complaints via 3 <sup>rd</sup> parties. Complaints are only investigated upon receipt of consent.  Elected members are encouraged to use the complaints procedure on behalf of their constituents. Complaints raised by elected members are subject to the same requirements for consent.

Code section	Do we follow the Code: Yes/No	Explanations and Commentary
3.7 Organisations should provide individuals with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	This is covered in all templated letters. The complainant will be advised of any further steps which they may take if they are not satisfied with the outcome of the review of their complaint. In that they may refer their complaint to the Local Government Ombudsman or Housing Ombudsman.
3.8 Where an organisation asks for feedback about its services through a survey, it should provide details of how individuals can complain so they can pursue any dissatisfaction if they so wish.	No	Internal communication strategy required to implement this as standard practice. Information is included as standard on the Council's Keep Connected site which is the general platform used for surveying residents.
<b>4: Complaint handling resources</b>	<b>Required Action:</b>	<b>To have designated, sufficient resource assigned to take responsibility for complaint handling. Complaints are viewed as a core service and resourced accordingly.</b>

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
4.1 Organisations should have designated, sufficient resource assigned to take responsibility for complaint handling, including liaison with the relevant Ombudsman and ensuring complaints are reported to the governing body (or equivalent).	Yes	<p>Our Customer Service team are equipped to provide a central point for the following:</p> <ul style="list-style-type: none"> <li>• Public access to the complaints process via multiple channels as per 3.1</li> <li>• Admin resource to record and triage complaints</li> <li>• Oversight and support of complaint handling for LCC staff</li> </ul> <p>Our Information Governance team liaise and send reports directly to the relevant Ombudsman.</p> <p>Plans are underway to create a post solely dedicated to complaints monitoring, reporting and training. This post will be under the oversight of Customer Services management.</p> <p>Some LCC services have a designated officer responsible for overseeing complaints in their area and there is a practice of meeting regularly to discuss active complaints.</p>
4.2 Anyone responding to a complaint should have access to staff at all levels to facilitate the prompt resolution of complaints. They should also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	LCC policy and guidance has adopted this approach/view.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
4.3 Organisations are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff should be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and resourced accordingly	Yes	LCC policy and guidance has adopted this approach. Training workshops have been made available to all staff.
<b>5: The complaint handling process</b>	<b>Required Action:</b>	<b>To have a single policy for dealing with complaints covered by the Code and individuals are given the option of raising a complaint where they express dissatisfaction that meets the definition of the complaint in our policy.</b>
5.1 Organisations should have a single policy for dealing with complaints covered by the Code.	Yes	LCC has one policy document supported by an intranet page of supporting guidance.
5.2 The early and local resolution of issues between organisations and individuals is key to effective complaint handling. Organisations should not have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	LCC policy and guidance has adopted this approach/view.
5.3 When an individual expresses dissatisfaction that could meet the criteria for a complaint as set out in section 1 of the Code, they should be given the opportunity to make a complaint. Organisations should recognise that individuals may be reluctant to raise complaints out of fear it may impact services they receive in future.	Yes	LCC policy and guidance has adopted this approach/view.
5.4 The person responding to the complaint should: a. clarify with the individual any aspects of the complaint they are unclear about; b. deal with complaints on their merits, act independently, and have an open mind; c. give the individual a fair chance to set out their position; d. take measures to address any actual or perceived conflict of interest; and e. consider all relevant information and evidence carefully.	Yes	LCC policy, guidance, training and templated letters support this.



Code section	Do we follow the Code: Yes/No	Explanations and Commentary
5.5 Where a response to a complaint will fall outside the timescales set out in this Code the organisation should inform the individual of when the response will be provided and the reason(s) for the delay.	Yes	Our policy and process adhere to this.
5.6 Organisations must make reasonable adjustments for individuals where appropriate under the Equality Act 2010. Organisations should keep a record of any reasonable adjustments agreed. Any agreed reasonable adjustments should be kept under active review.	Yes	LCC policy and guidance has adopted this approach/view.  Reasonable adjustments can be recorded within our complaints CRM system.
5.7 Organisations should not refuse to escalate a complaint through all stages of the complaints procedure unless there are valid reasons to do so. Organisations should clearly set out these reasons, and they should align with the approach to exclusions set out in section 2 of the Code.	Yes	LCC policy and guidance has adopted this approach/view.
5.8 A full record should be kept of the complaint, and the outcomes at each stage. This should include the original complaint and the date received, all correspondence with the individual, correspondence with other parties, and any relevant supporting documentation such as reports. This should be retained in line with the organisation's data retention policies.	Yes	A new CRM process has been implemented LCC wide to provide facility for one central record of a complaint.
5.9 Organisations should have systems in place to ensure that a complaint can be remedied at any stage of its complaints process. Organisations should ensure that appropriate remedies can be provided at any stage of the complaints process without the need for escalation to stage 2 or the Ombudsman.	Yes	LCC policy and guidance has adopted this approach/view.
5.10 Organisations should have policies and procedures in place for managing unacceptable behaviour from individuals and/or their representatives. Organisations should be able to evidence reasons for putting any restrictions in place and should keep an individual's restrictions under regular review.	Yes	LCC policy covers guidance on restricting a person's access to the council's complaints procedure. The council will notify complainants deemed unreasonably persistent of the action it proposes.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
5.11 Any restrictions placed on an individual's contact due to unacceptable behaviour should be proportionate and demonstrate regard for the provisions of the Equality Act 2010	Yes	LCC policy and guidance has adopted this approach/view.
<b>6: Complaints stages (Stage 1)</b>	<b>Required Action:</b>	<b>Process stage 1 complaints in line with timescales and processes set out in the Code.</b>
6.1 Organisations should have processes in place to consider which complaints can be responded to as early as possible, and which require further consideration. Organisations should consider factors such as the complexity of the complaint and whether the individual is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the individual.	Yes	LCC policy and guidance has adopted this approach/view.
6.2 Complaints should be acknowledged and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	LCC policy and guidance has adopted this approach/view. Our CRM system uses the identified SLA to auto-generates regular reminder notifications to relevant staff.  In 2024-25 LCC achieved this target in 64% of cases we recognise further work is required to increase performance in this area.
6.3 Organisations should provide a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	LCC policy and guidance has adopted this approach/view. Our CRM system uses the identified SLA to auto-generates regular reminder notifications to relevant staff.  In 2024-25 LCC achieved this target in 65% of cases we recognise further work is required to increase performance in this area
6.4 Organisations should decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform individuals of the expected timescale for response. Any extension should be no more than 10 working days without good reason, and the reason(s) should be clearly explained to the individual.	Yes	LCC policy and guidance has adopted this approach/view.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
6.5 When an organisation informs an individual about an extension to these timescales, they should be provided with the details of the relevant Ombudsman.	Yes	LCC policy and guidance has adopted this approach/view. Also included in template letters.
6.6 A complaint response should be provided to the individual when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. <b>Outstanding actions should still be tracked and actioned promptly, with appropriate updates provided to the individual.</b>	Yes	LCC policy and guidance has adopted this approach/view. Follow up to outstanding actions and their completion can be captured against a complaint case within our CRM.
6.7 Organisations should address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. Organisations should be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	LCC policy and guidance has adopted this approach/view. Templated letters take complaint responders through the requirements for a response.
6.8 At the conclusion of stage 1 organisations should provide details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	LCC policy and guidance has adopted this approach/view. This is included in templated correspondence.
6.9 Where individuals raise additional complaints during stage 1, these should be incorporated into the stage 1 response if they are related, and the stage 1 response has not been provided. Where the stage 1 response has been provided, the new issues are unrelated to the issues already being considered, or it would unreasonably delay the response, the new issues should be logged as a new complaint.	Yes	LCC policy and guidance has adopted this approach/view.
6.10 Organisations should have systems in place to ensure that a complaint can be remedied at any stage of its complaints process. Individuals should not have to escalate a complaint in order to get an appropriate remedy.	Yes	LCC policy and guidance has adopted this approach/view.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
<b>6: Complaints stages (Stage 2)</b>	<b>Required Action:</b>	<b>To process stage 2 complaints in line with timescales and processes set out in the Code.</b>
6.11 If all or part of the complaint is not resolved to the individual's satisfaction at stage 1, it should be progressed to stage 2 of the organisation's procedure. Stage 2 is the organisation's final response.	Yes	LCC policy and guidance has adopted this approach/view.
6.12 Requests for stage 2 should be acknowledged and logged at stage 2 of the complaints procedure within five working days of the escalation request being received. Within the acknowledgement, organisations should set out their understanding of any outstanding issues and the outcomes the individual is seeking. If any aspect of the complaint is unclear, the individual should be asked for clarification.	Yes	LCC policy and guidance has adopted this approach/view. All such requests are recorded by Customer Services and then allocated to an appropriate Chief Officer to respond to.  In 2024-25 LCC achieved this target in 33% of cases we recognise further work is required to increase performance in this area, although our CRM now auto-generates regular SLA reminder notifications.
6.13 Individuals should not be required to explain their reasons for requesting a stage 2 consideration. Organisations should make reasonable efforts to understand why an individual remains unhappy as part of its stage 2 response.	Yes	LCC policy and guidance has adopted this approach/view.
6.14 The person considering the complaint at stage 2 should not be the same person that considered the complaint at stage 1.	Yes	The review is undertaken by a Chief Officer (or their delegated senior officer) which is not the subject of the complaint.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
6.15 Organisations should issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	LCC policy and guidance has adopted this approach/view. Our CRM auto-generates regular SLA reminder notifications.  In 2024-25 LCC achieved this target in 35% of cases we recognise further work is required to increase performance in this area.
6.16 Organisations should decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform individuals of the expected timescale for response. Any extension should be no more than 20 working days without good reason, and the reason(s) should be clearly explained to the individual.	Yes	LCC policy and guidance has adopted this approach/view.
6.17 When an organisation informs an individual about an extension to these timescales they should be provided with the details of the relevant Ombudsman.	Yes	LCC policy and guidance has adopted this approach/view. Also included in template letters.

Code section	Do we follow the Code: Yes/No	Explanations and Commentary
6.18 Organisations should confirm the following in writing to the individual at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the organisation's understanding of the complaint; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman if the individual remains dissatisfied.	Yes	LCC policy, guidance, training and templated letters support this.
6.19 Stage 2 should be the organisation's final response and should involve all suitable staff members needed to issue such a response.	Yes	LCC policy and guidance has adopted this approach/view.
6.20 A process with more than two stages will make the complaint process unduly long and delay access to the relevant Ombudsman. A process with a single stage means the organisation may lack the ability to check its response before an individual comes to the Ombudsman.	Yes	LCC policy and guidance has adopted this approach/view.
6.21 Where an organisation's complaint response is handled by a third party (e.g. a contractor) or independent adjudicator at any stage, it should form part of the two stage complaints process set out in this Code. Individuals should not be expected to go through two complaints processes.	Yes	The council will in most cases manage and operate its own complaint procedures, however, if a third party is involved as part of the investigation process, it would still comply with the council's policy and procedures and adhere to all timelines.
6.22 Organisations are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As 6.21

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
<b>7: Putting things right</b>	<b>Required Action:</b>	<b>When something has gone wrong we take action to put things right.</b>
7.1 Where something has gone wrong an organisation should acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: > Apologising; > Acknowledging where things have gone wrong; > Providing an explanation, assistance or reasons; > Taking action if there has been delay; > Reconsidering or changing a decision; > Amending a record or adding a correction or addendum; > Providing a financial remedy; > Changing policies, procedures or practices.	Yes	LCC policy, guidance, training and templated letters support this.
7.2 Any remedy offered should reflect the impact on the individual as a result of any fault identified.	Yes	LCC policy and guidance has adopted this approach/view.
7.3 The remedy offer should clearly set out what will happen and by when, in agreement with the individual where appropriate. Any remedy proposed should be followed through to completion.	Yes	LCC policy and guidance has adopted this approach/view.
7.4 If a proposed remedy cannot be delivered, the individual should be informed of the reasons for this, provided with details of any alternative remedy and reminded of their right to complain to the Ombudsman,	Yes	LCC policy and guidance has adopted this approach/view.
7.5 Organisations should take account of the good practice guides issued by the Ombudsman when deciding on appropriate remedies.	Yes	LCC policy and guidance has adopted this approach/view.
<b>8: Performance reporting and self-assessment</b>	<b>Required Action:</b>	<b>To produce an annual complaints performance and service improvement report for scrutiny and challenge which includes a self-assessment against the Code.</b>

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
<p>8.1 Organisations should produce an annual complaints performance and service improvement report for scrutiny and challenge, which should include:</p> <ul style="list-style-type: none"> <li>a. an annual self-assessment against this Code to ensure its complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the organisation's complaint handling performance. This should also include a summary of the types of complaints the organisation has refused to accept;</li> <li>c. any findings of non-compliance with this Code;</li> <li>d. the service improvements made as a result of the learning from complaints.</li> <li>e. the annual letter about the organisation's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the organisation.</li> </ul>	No	In 2025 the Council has produced its first annual report for areas within scope of the LGSCO. The annual report covers some required elements. The development of the Granicus CRM system will support better compliance by April 2026.
8.2 The annual complaints performance and service improvement report should be reported through the organisation's governance arrangements and published on the section of its website relating to complaints. The response to the report from the relevant governance arrangement should be published alongside this.	Yes	The annual complaints performance and service improvement plan will be reported at September 2025 Cabinet and published on the Council's website alongside the required response to the report from our 'governing body'.
8.3 Organisations should also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will be undertaken as required. The Council will be particularly mindful of this as Local Government Reorganisation progresses.
<b>9: Scrutiny &amp; Oversight</b>	<b>Required Action:</b>	<b>We have appropriate senior leadership and governance oversight of the complaints process and performance.</b>



Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
9.1 Organisations should look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	LCC policy and guidance has adopted this approach/view.  Random sampling of quality assurance checks are performed to identify good practice, key learning points, implement corrective measures, and improve services. This work is led by the Chief Officer responsible for Customer Services, and reports will be made available to the Senior Leadership Team and Member responsible for complaints.
9.2 A positive complaint handling culture is important to the effectiveness with which organisations resolve disputes. Organisations should use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	LCC policy and guidance has adopted this approach/view.
9.3 Accountability and transparency are also integral to a positive organisational culture. Organisations should report back on wider learning and improvements from complaints to stakeholders, such as citizens' panels, staff and relevant committees.	No	As part of the quarterly meeting with senior representatives, a review of complaints and lessons learnt is completed. This information is shared with the Member with Responsibility for Complaints. Further work is required to evidence wider transparency to local residents / other stakeholders.
9.4 The organisation should appoint a suitably senior person to oversee its complaint handling performance. This person should assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	This responsibility has been assigned to senior staff responsible for Customer Services.  Plans are underway to create a post solely dedicated to complaints monitoring, reporting and training. This support post will be under the oversight of the Customer Services management.

Code section	Do we follow the Code:  Yes/No	Explanations and Commentary
9.5 In addition to this, organisations should assign lead responsibility for complaints in governance arrangements to support a positive complaint handling culture. We refer to this as the 'Member Responsible for Complaints' (the Member). This role could be carried out by an individual or committee depending on the governance arrangements in place.	Yes	The Council has an appointed Member Responsible for Complaints who sits on the Council's Cabinet.
9.6 The Member should receive regular information on complaints that provides insight on the organisation's complaint handling performance. The Member should have access to suitable information and staff to perform this role and report on their findings.	Yes	A quarterly report is issued to The Member and discussed in the quarterly Complaints panel.
9.7 As a minimum, the Member should receive: a. regular updates on the volume, categories, and outcomes of complaints, alongside complaint handling performance b. regular reviews of issues and trends arising from complaint handling; and c. the annual complaints performance and service improvement report.	Yes	As above. The Member will also receive the complaints performance and service improvement report.
9.8 Organisations should have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: > have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments. > take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and > act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	LCC policy and guidance has adopted this approach/view.  Our organisation works collaboratively with other services.  One of our core values is 'being accountable', as so we take responsibility for failures as a collective, rather than promoting a blame culture. We are committed to acting within the professional standards for engaging with complaints as set out by the Ombudsman.

# Lancaster City Council | Council Housing

## Annual Complaints Performance and Service Improvement Report

2024-2025

## Introduction

At Lancaster City Council, we value feedback from our residents as it helps us identify areas where our services or properties can be improved. Regardless of the complexity of the cases, residents can expect the Housing Team to address their concerns promptly.

While we strive to resolve issues on the spot, there are instances where further investigation is necessary. In such cases, the complaint will be handled according to Stage 1 of our Complaints Policy, ensuring transparency and accountability in our processes. Our Complaints Policy is readily available to view online, outlining what residents can expect when they make a complaint to us as their landlord.

We conduct an annual self-assessment of our complaints handling against the Housing Ombudsman Complaint Code to ensure compliance, and to drive continuous improvement. This self-assessment can be found as a separate document (Appendix A) to this report.

To make a complaint or share concerns, residents can reach us via email, online, phone, in person, or even through our social media channels, although complainants should note that social media inquiries may not be monitored daily.

## 1. Executive Summary

This report outlines the annual complaint performance for the financial year to date (April 2024 to March 2025) and the key learning and service improvements made following resolution of complaints.

Total complaints received	Total: 100
<ul style="list-style-type: none"> <li>○ Stage 1</li> <li>○ Stage 2</li> <li>○ Excluded</li> </ul>	<ul style="list-style-type: none"> <li>○ 86</li> <li>○ 10</li> <li>○ 4</li> </ul>
% change in complaints received in the previous year.	+51.5% (66 cases to 100)
% of complaints progressed to Stage 2	8.6%
% of all complaints responded to within the Housing Ombudsman Complaint Handling Code timescales	Total: 83.8%
<ul style="list-style-type: none"> <li>○ Stage 1</li> <li>○ Stage 2</li> </ul> <p><i>Please note: 3 cases remain open post 31<sup>st</sup> March 2025.</i></p>	<ul style="list-style-type: none"> <li>○ S1: 83.7% (72 of 86)</li> <li>○ S2: 85.7% (6 of 7)</li> </ul>

Throughout this financial year, we have introduced several new approaches to learning from the feedback we receive through complaints. Our commitment to continuously improving the services we provide to our tenants remains steadfast. We not only learn from complaints but also from listening to our tenants across all areas of service, as well as insights from the Housing Ombudsman Service, the media, and best practices demonstrated throughout the industry.

We have continued to focus on ensuring that tenants are aware of the complaints process and feel confident in using our services to raise concerns, regardless of the issue. Our efforts have included promoting our complaints service and the Housing Ombudsman on social media, through our website, and in tenant newsletters.

In November 2024, we conducted refresher training for all staff involved in responding to complaints. We are committed to enhancing this training and making it more effective going forward.

## 2. Complaint Performance

### Complaint Volume

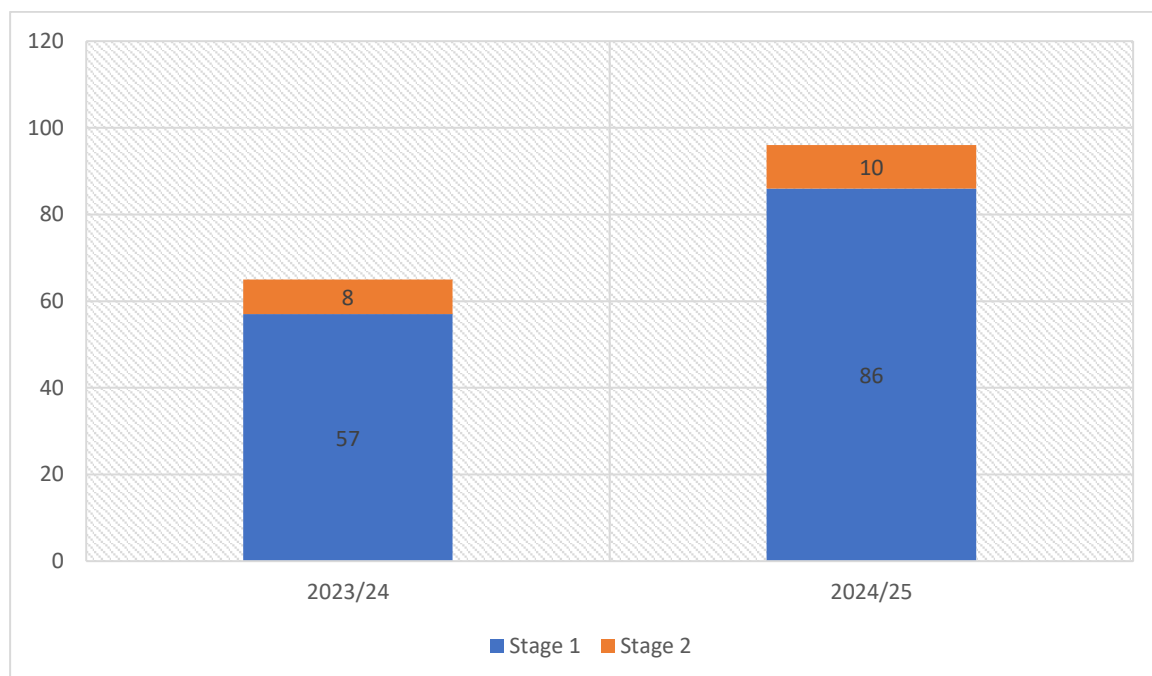
Overall, there has been a 51.5% increase in complaints received during in this financial year when compared the previous year. This figure is broken down as follows across our complaint stages:

Stage 1: 86

Stage 2: 10

Excluded: 4

We have had an escalation rate of 8.6% from Stage 1 to Stage 2 during the financial year to date. Which is a notable increase from 2023/24 Q4 escalation rate of 4.6%



The increase in complaint volume is taken very seriously by our service, however it was an expected reality due to the work undertaken to promote the complaints process. The Housing Ombudsman Complaint Handling Code is clear that high volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. As such, The Council Housing Service is committed to embody a positive complaints culture where complaints are welcomed and treated as valuable sources of data and feedback to aid service improvement.

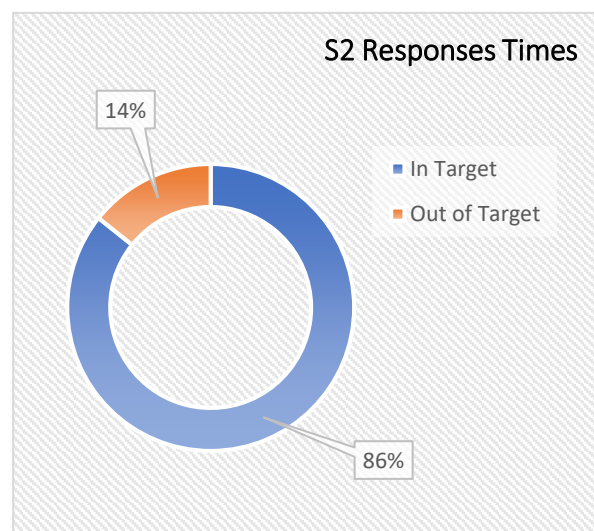
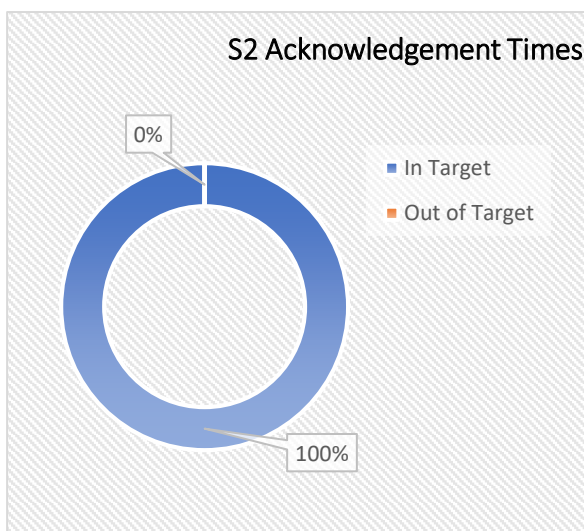
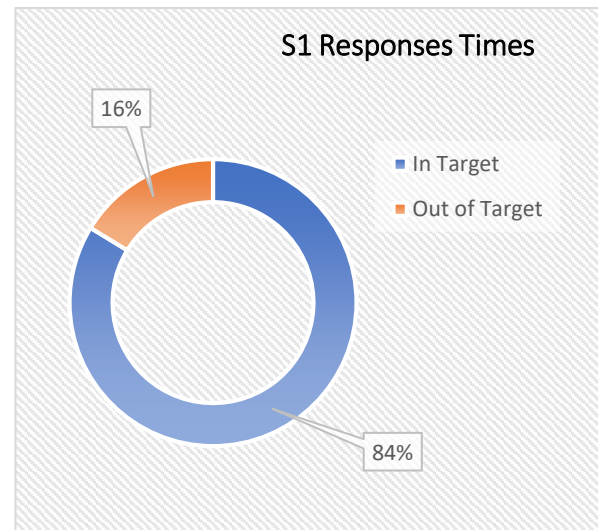
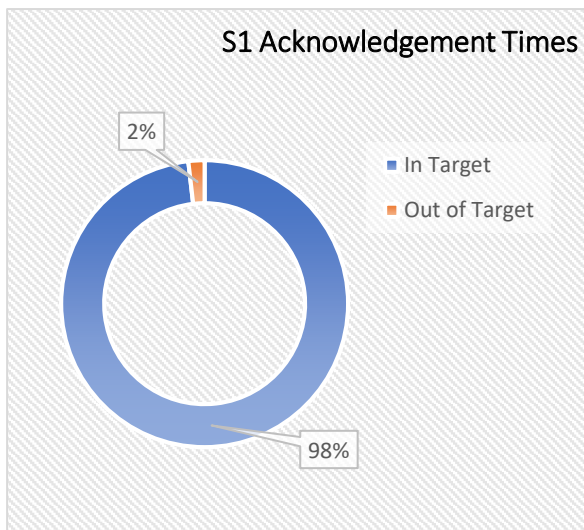
To ensure compliance with the Code, our complaint process has been made accessible on our website, social media, and will be featured in upcoming tenant newsletters.

While we are satisfied that our complaint process is accessible and well publicised to residents, our overall aim is to ensure that resident concerns are resolved promptly and effectively, without the need to resort to the formal complaints process.

### Acknowledgement and Response Rates

In the financial year to date (April 2024 to March 2025) the acknowledgement and response rate, in line with the Ombudsman Standards, are as follows:

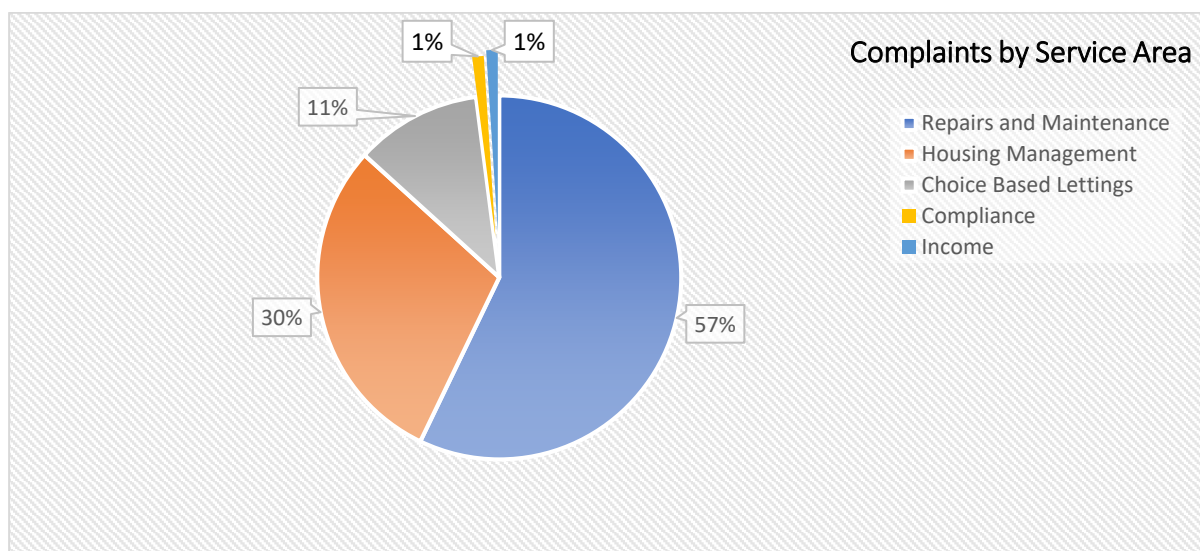
Stage	Acknowledgement (A)	Response (R)
1 (A) - 5 Working Days (R) - 10 Working Days	98% 84 of 86 Cases	84% 72 of 86 Cases
2 (A) - 5 Working Days (R) - 20 Working Days	100% 7 of 7 Cases	86% 6 of 7 Cases
Combined	98% 91 of 93 Cases	84% 78 of 93 Cases



This is seen as an improvement from 2023-24 where we acknowledged within timescales for Stage 1 at 95% and Stage 2 of our process at 89%. In 2023-24 we responded to complaints within timescale by the following: Stage 1 at 72% and Stage 2 at 89% therefore we can see improved timescales, even against increased complaint numbers.

## Service Areas

In all non-excluded complaint cases, the Repairs and Maintenance Service received the highest number of complaints (56 in total) in the year to date (representing 55% of all incoming complaints and increasing since the previous year). However, it should also be acknowledged that this service deals with around 12,000 responsive repairs each year.

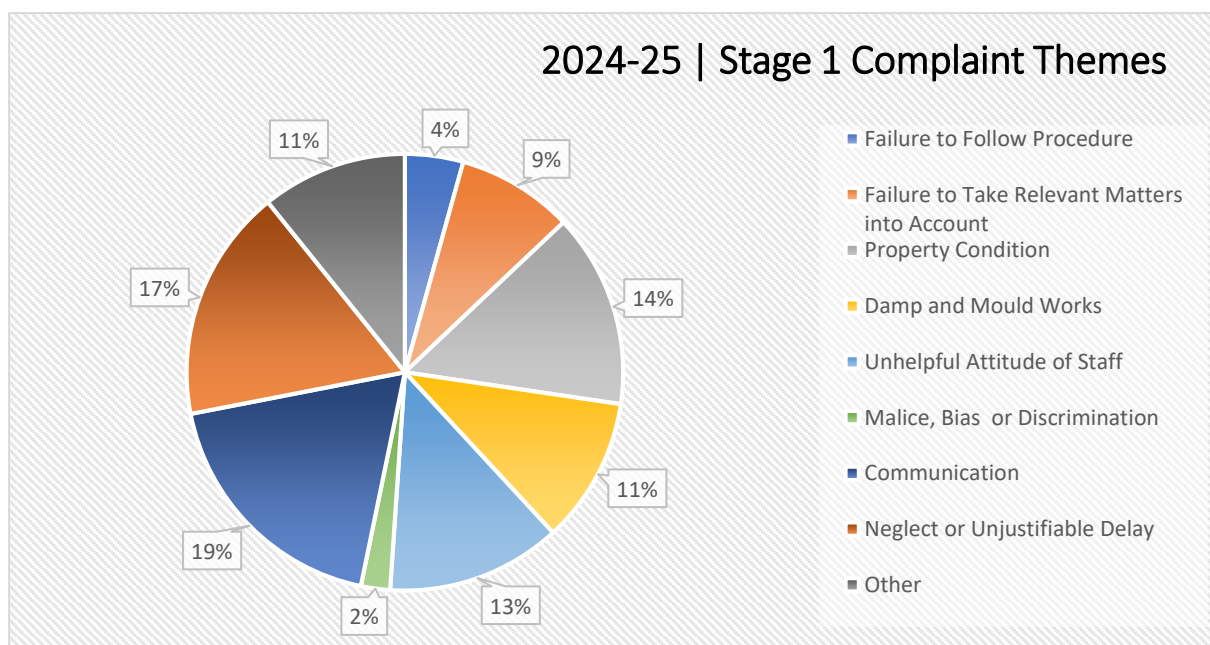


In 2023-24 53% of overall complaints received were linked to Housing Management, 44% were linked to our Repairs and Maintenance Service with the remaining 3% linked to Compliance activity. Therefore we have seen a slight increase in complaints related to repairs and maintenance, but a significant reduction in complaints related to Housing Management.

## Complaint Themes

Following 2023-24's refocus on better categorisation of complaints, and recording the multiple themes that may be present in a single complaint, our service has been able to understand the diverse array of reasons why our tenants and residents may feel the need to express dissatisfaction.

A reasonable equal distribution of complaint themes has been recorded in the financial year. However there have been some common themes such as *Poor Communication* and





*Neglect/Unjustifiable delays.* These themes seemed to largely coincide with one another when the matter of the complaint relates to outstanding repairs and/or property condition.

### Exclusions

The Council's complaints policy sets out the exclusion criteria for complaints which may be refused. In the event that a complaint is not accepted, the customer will be given an explanation setting out the reasons why.

There have been 4 excluded cases in the 2024-25 financial year. Of the 4 exclusions, two were due to the complaint having previously been investigated and responded to under the complaints policy. Another excluded complaint was classified as a service request. The final exclusion was due to no fault being found as the operative was following a rule of law (traffic).

## 3. Ombudsman: Annual Landlord Performance Report

The most recent Ombudsman landlord performance report is attached (Appendix B), this report from the Housing Ombudsman covers the period of April 2023 – March 2024.

Performance at a glance shows that the Ombudsman made determinations in two (2) cases during the reporting period of 2023-2024 with six (6) maladministration findings and one (1) complaint handling failure orders.

With a maladministration rate of 100% and the national maladministration rate recorded at 73% in 2023-24, the Ombudsman reported that Lancaster City Council performed poorly when compared to similar landlords by size and type.

Whilst we are disappointed to report these findings, we remain committed to providing residents with a fair, accessible and effective complaints handling service that is compliant with the ombudsman statutory code. Furthermore, we have taken all orders and recommendations on board and actioned them where required including paying £2,550 in compensation.

## 4. Ombudsman: Findings of Non-Compliance

In recent years the Housing Ombudsman Service has developed an increasingly proactive role in monitoring and intervening in housing service delivery through receipt of individual complaint cases and analysis of emerging themes and trends. Their 'spotlight' reports, for example, offer guidance and recommendations for effective service delivery in a range of areas and the Housing Service uses these to inform ongoing service review.

With regard to specific cases, Lancaster City Council was subject to 1 determination during 2024/25.

### Case 1

For the council's handling of the residents reports of anti-social behaviour (ASB), there were two counts of maladministration found in the landlord's handling of the resident's reports of ASB and the associated complaint. As a result the council was ordered to:

1. Write to the resident with an apology for its failures in the handling of the residents reports of ASB, and its complaint handling failures
2. Pay directly to the tenant a total of £700 compensation
3. Review the complaint handling failures highlighted in the investigation alongside the provisions of the code
4. Provide evidence of compliance with these orders to the ombudsman within 4 weeks

## 5. Service Improvements and Learning

Our aim is to encourage a positive complaint handling culture, to ensure we actively utilise complaint learning and implement service improvements. We want to be accountable and transparent to our customers.

Each time a formal complaint is received and investigated, as part of the response we proactively look to identify lessons learned and service improvements to prevent similar complaints happening again. This information is shared at our Council Housing Advisory Group and we aim to publish more information linked to a 'You Said We Did' format more widely over the coming year. These are some real examples of service improvements identified in 2024–2025 as a direct result of complaints learning.

### A. COMMUNICATIONS: REPAIRS AND MAINTENANCE SERVICES

#### *Overview:*

We know our repairs and property maintenance service is crucial to our tenants and residents, and good communication is central to this process- particularly when things don't always go to plan. In this financial year, many of the complaints we have investigated could have been avoided if our communication with our tenants had been clearer.

#### *Learning:*

Through clearer communication we could ensure our tenants are aware of; what jobs would be required, the timescales associated with those works, what happens when there is a delay. Stronger communications surrounding the repair process also keeps our tenants in the loop and feeling involved and in control of the work being carried out in their house across all RMS services such as:

- Damp and Mould Works
- Responsive repairs
- Capital Works (such as Roofing, Kitchen Replacements etc)
- And post-Void repairs that would be completed after the property has been let.

This is an area we continuously focus on reviewing and adapting the service accordingly.

#### *Actions in 2024-25:*

- **Toolbox Talks for RMS staff:**  
Toolbox Talks undertaken with RMS – Held sessions with Repairs and Maintenance staff to reinforce the importance of tenant communication. These focused on explaining works clearly, setting realistic timescales, and keeping tenants updated on delays.

- **Repairs text message roll-out**  
Introduced automated text messaging to confirm repair appointments. Tenants now receive a notification when a job is raised or changed.
- **Improved damp and mould reporting**  
When tenants report damp or mould, staff complete a new form over the phone which records key household and vulnerability details. This triggers an automatic email or text to the tenant confirming their inspection appointment and explaining how to prepare
- **Better scheduling of electrical jobs**  
We improved the availability of electricians and worked closely with schedulers to contact tenants directly to book appointments wherever possible to reduce any backlog of electrical work requests.

#### *Planned Actions for 2025-26:*

- **Exploring expanding scheduling improvements to other trades**  
We will be exploring the feasibility of applying the same improved processes introduced in our electrical works, to our plumbing and joinery services to help resolve issues more quickly.
- **Wider use of Gov Notify service for tenant updates**  
Both Housing Assistants and Works Schedulers will be given access to send one-off messages to tenants, providing quick updates on ongoing work, better keeping tenants informed and in the loop.
- **Introducing Granicus forms for inspections**  
We will roll out new digital inspection forms that provide real-time information to planners, helping them book follow-up work more efficiently.

We are also exploring how these forms can generate tenant-friendly letters that clearly outline the work planned.

- **Reintroducing the Repairs Satisfaction Survey**  
We will review and relaunch our transactional survey for repairs to capture real-time tenant feedback after a job has been completed. This will help us better understand tenant satisfaction, identify areas for improvement, and act quickly where service has fallen short. The survey will be simple, accessible, and focused on key aspects such as communication, quality of work, and overall experience.

## **B. STAFF CONDUCT AND CUSTOMER SERVICE**

### *Overview:*

We understand that every interaction between staff and tenants, shapes how our service is experienced and perceived. Professionalism, courtesy, and respect are essential — whether face-to-face, over the phone, or through contractors working on our behalf.

### *Learning:*

Complaints and feedback this year have shown us that even when the right action is taken, the way it's delivered can affect how it's received.

A lack of empathy, dismissive tone, or inconsistent standards can damage relationships and reduce trust. We've learned that professionalism needs to be consistently demonstrated — across all services, by both

staff and contractors — and that clear expectations, training, and accountability all play a role in achieving this.

#### *Actions in 2024-25:*

- **Monthly spot checks in Community Safety (ASB Case Management)**  
The service has introduced regular case audits and spot checks to ensure consistent, professional communication and decision-making in sensitive casework.
- **Toolbox Talks with RMS staff**  
As part of the regular toolbox talks for RMS staff, topics such as professional behaviour, safe driving, and respectful engagement with tenants during repairs and maintenance visits has been included.
- **Contractor reminders on expected behaviour**  
Contractors have been advised by the Capital Works Team, reinforcing the need for respectful conduct and the importance of representing the Council positively while working in tenant homes.
- **Shadowing in Independent Living Officer Induction Plan**  
Following a number of complaints regarding newer members of the Independent Living team and their conduct/attitude. We have added structured shadowing to help new staff understand the expectations of tenant interaction, tone, and professionalism from day one.

#### *Planned Actions for 2025-26:*

- **Customer service refresher training for all frontline staff**  
As part of Council Housings core training programme, all housing-facing staff will receive updated training on delivering excellent, respectful customer service.
- **Continued investment in CIH training for managers**  
We will continue supporting managers to access Chartered Institute of Housing (CIH) training, helping embed professional standards and improve leadership across the service.

## C. KNOWLEDGE AND INFORMATION MANAGEMENT (KIM)

### *Overview:*

Clear, accessible, and well-managed information underpins every part of a good housing service — especially when things go wrong. Several complaints this year could have been avoided or resolved more effectively if our records had been clearer, more consistent, or easier to access. Issues such as tenants being incorrectly charged rent after returning keys, or a lack of documented outcomes from repair appointments, highlight the risks of poor record-keeping.

### *Learning:*

The Housing Ombudsman's Spotlight on Knowledge and Information Management report has reinforced what we've seen in practice: poor information management can delay complaint resolution, undermine trust, and lead to unfair outcomes. We've recognised that staff need clearer guidance on what to record, where to record it, and how to keep information accurate and up to date. This includes everything from documenting property visits and repair outcomes, to recording tenant vulnerabilities in a consistent and

secure way. Having a clear KIM approach will also support better collaboration between teams and reduce duplication.

#### *Actions in 2024-25:*

- **Developed a KIM Action Plan in response to Ombudsman guidance**  
The service has used the Ombudsman's Spotlight report on Knowledge and Information Management to identify gaps in our KIM practices and created a targeted plan for housing services to improve consistency, quality, and accessibility of data.
- **Initiated building the 'Eyes and Ears' concern raising process**  
The housing service began developing the Eyes and Ears concern raising process for staff – this process allows staff to raise a concern that they see or hear when carrying out their duties, providing relevant staff members with potentially crucial information relating to the tenant's welfare. This work will evolve further through 2025-26 as we utilise Granicus to create the reporting form and will automatically allocate concerns to the relevant staff member or team.
- **Contractor reminders on expected behaviour**  
Developed a consistent format for logging complaint actions and outcomes (via Granicus), making it easier to track service improvements.
- **Drafted a Housing KIM Strategy**  
Built on the Action Plan with a longer-term strategy to guide future improvements and outline our approach to developing our management of data and information within the service.

#### *Planned Actions for 2025-26:*

- **Implement and embed the Housing KIM Strategy**  
We plan to finalise and roll out the strategy in the new financial year, ensuring each service area understands its role in improving knowledge and information management.
- **Deliver training and guidance on good data practice**  
We will continue supporting managers to access Chartered Institute of Housing (CIH) training, helping embed professional standards and improve leadership across the service.
- **Deliver the Eyes and Ears process for reporting concerns within housing management**  
We aim to roll out a digital tool to help staff log concerns and vulnerabilities in a consistent way, improving internal referrals and support. Ensuring that staff have relevant information available to aid their case work
- **Prepare for Housing Management System Replacement**  
We will begin aligning our data structures and processes with the upcoming MRI system, ensuring smoother migration and better long-term integration of housing information.

## D. PROCEDURE, PROCESS AND DOCUMENTS

### *Overview:*

Clear procedures and consistent documentation are key to delivering fair and reliable services. When processes are unclear or not followed consistently, this can lead to confusion for both tenants and staff — and result in poor outcomes, particularly when dealing with sensitive or complex cases.

### *Learning:*

Some complaints this year have shown that while our frontline staff are committed to helping tenants, we don't always have clear written guidance in place to support them. Where procedures or template letters haven't been updated or don't reflect current best practice, it can lead to inconsistency in how we deliver services — especially when managing debt, anti-social behaviour (ASB) or repairs processes and standards.

We've learned that keeping our procedures, processes and letters under regular review — and making sure they reflect how we expect staff to work — is essential to ensure consistency, fairness, and better tenant outcomes.

### *Actions in 2024-25:*

- **Updated Notices Procedure**

We reviewed and updated our Notices Procedure to ensure it reflects current legislation and best practice. This helps staff issue legal notices clearly and consistently, reducing the risk of delays or errors.

- **Debt Management Policy Drafted**

A new draft Debt Management Policy was developed to support a more consistent, fair, and supportive approach when tenants fall into arrears. This aligns with our commitment to early engagement and prevention. This policy is still under review and will be finalised in the 2025-26 financial year.

- **Rent Arrears Handbook Updated**

We updated our Rent Arrears Handbook to provide clearer guidance for residents on how we can provide support. The new version includes step-by-step advice, links to support services, and a focus on early intervention, as well as a transparent outline of our approach to managing arrears.

- **Review of ASB Case Management Process initiated.**

Following the Resolve ASB consultation we have begun the review of anti-social behaviour (ASB) case management to ensure our process is reflective of our practice, and remains robust, victim-focused, and consistently applied. This includes reviewing case workflows, and will extend to documentation, and communication templates in the new year.

### *Planned Actions for 2025-26:*

- **Embed Debt Management Policy and Publish on our Webpage**

We will roll out the new Debt Management Policy, ensuring staff are trained and confident in applying it. The policy will also be made publicly available, so tenants understand our approach and what support is available.

- **Review and Refresh Lettable Standard**

We will revisit and refresh our lettable standard to ensure it meets tenant expectations and reflects our current practice. This will help make void turnaround processes more consistent and transparent.

- **Review Damp and Mould Processes**

We will continue reviewing our damp and mould procedures, with a focus on improving communication with tenants, updating them on delays, and taking greater care with their personal belongings during works.

- **Introduce plastering standards for relevant staff and contractors**

We will develop and introduce clear plastering standards to guide both staff and contractors. This will help ensure a consistent quality of finish and reduce repeat visits.

## E. INTERCOMS AND COMMUNAL DOORWAYS

### *Overview:*

Secure and functioning intercom systems are vital for residents' safety, independence, and peace of mind—particularly in blocks with vulnerable tenants. In 2024–25, we received complaints where broken or removed intercom systems had not been repaired or replaced in a timely manner. One case highlighted a failure to track a long-standing fault, which led to the removal of the system without a clear plan for reinstatement. This happened due to a gap in reporting and monitoring repairs, which we have since addressed.

### *Learning:*

These complaints demonstrated the need for a more proactive approach to intercom maintenance. We learned that better oversight and coordination between contractors and our internal teams is essential to avoid missed jobs and ensure accountability. It also made clear that reactive-only maintenance is not enough—we need to plan ahead to prevent system failures before they happen.

### *Actions in 2024-25:*

- **Weekly Review of Reported Intercom Jobs**

In May 2024 we introduced a process where reported intercom faults are now reviewed weekly by our repairs team to ensure no jobs are missed or left unresolved. Our appointed contractor now inspects sites for a condition survey on a quarterly basis.

- **Weekly Contractor Updates**

Contractors now confirm all outstanding intercom jobs on a weekly basis, providing an additional layer of accountability and helping us track progress.

### *Planned Actions for 2025-26:*

- **Retender Intercom Service**

We will retender our intercom maintenance and installation contract to ensure we have a provider that meets our expectations around response times, service standards, and communication. This will support a more reliable and accountable service.

- **Explore developing a Planned Intercom Replacement Schedule**

We will create a planned programme for replacing intercom systems across our properties, based on system age, condition, and reliability. This proactive approach aims to replace systems before they fail, reducing tenant disruption and improving security.

## Service Improvement Table

Priority Area	Action(s)	Target Completion
A. COMMUNICATIONS: REPAIRS AND MAINTENANCE SERVICES	i. Exploring expanding scheduling improvements to other trades	i. Q1 2025-26
	ii. Wider use of Gov Notify service for tenant updates	ii. Ongoing
	iii. Introducing Granicus forms for inspections	iii. Q2 2025-26
	iv. Reintroducing the Repairs Satisfaction Survey	iv. Q2 2025-26
B. STAFF CONDUCT AND CUSTOMER SERVICE	i. Customer service refresher training for all frontline staff	i. Q1 2025-26
	ii. Continued investment in CIH training for managers	ii. Q1 2025-26 Onwards
C. KNOWLEDGE AND INFORMATION MANAGEMENT (KIM)	i. Implement and embed the Housing KIM Strategy	i. Q1 2025-26
	ii. Deliver training and guidance on good data practice	ii. Q1 2025-26 Onwards
	iii. Deliver the Eyes and Ears process for reporting concerns within housing management	iii. Ongoing
	iv. Prepare for Housing Management system replacement	iv. Ongoing
D. PROCEDURE, PROCESS AND DOCUMENTS	i. Embed Debt Management Policy and Publish on our Webpage	i. Q1 2025-26
	ii. Review and Refresh Lettable Standard	ii. Q1 2025-26
	iii. Review Damp and Mould Processes	iii. Ongoing
	iv. Introduce plastering standards for relevant staff and contractors	iv. Q2 2025-26
E. INTERCOMS AND COMMUNAL DOORWAYS	i. Retender Intercom Service	i. Q3 2025-26
	ii. Explore developing a Planned Intercom Replacement Schedule	ii. Budget Dependent



### Complaint Handling Quality

Throughout 2024-25 we have continued to embed complaint quality reviews to provide assurance that individual complaint cases are being managed consistently and in line with complaint code requirements. Moving into 2025-26 this work is being embedded into our complaint handling system. Learning and good practice from complaint reviews has been shared regularly at quarterly cross-Council meetings, with staff guidance documents regularly shared for those involved in complaint handling.

The Council Housing Service also has well embedded internal processes for managers to get together on a weekly and monthly basis to review complaints, share information and seek to develop holistic and joint responses. We are starting to explore how tenants can get involved in complaint reviews over the coming twelve months.

### Tenant Satisfaction

In 2023 the Housing Service carried out the first set of annual Tenant Satisfaction Measures (TSM). These include satisfaction questions and performance data across the whole service, which are standardised across the whole social housing sector, and are reported in to the Regulator of Social Housing to form part of our annual data submissions.

There is a specific question relating to complaint handling: “how satisfied are you with Lancaster City Council’s Housing Service’s complaints handling?” in 2023, satisfaction came in at 36%, this increased slightly to 37% in 2024. For context from benchmarking undertaken by our TSM provider this places our performance in the top quartile when benchmarked across other local authorities, however we acknowledge that this still does not place us where we would like to be performance wise.

Unfortunately changes to how complaints were recorded throughout the last year has meant that compliments have not been formally recorded and therefore we are unable to provide comparison in this area. We are looking to review capturing and recording these again over the next 12 months.

# Lancaster City Council | All Services

## Annual Complaints Performance and Service Improvement Report

(HRA services reported separately)

### 2024-2025

## Introduction

This is the first annual complaint report for non-Council Housing service functions.

At Lancaster City Council, we value feedback from our residents as it helps us identify areas where our services or properties can be improved. Although we aim to provide the highest standards of service, we know that problems do occur.

We believe our complaints policy and process are fit for purpose and compliant with the Ombudsman complaints code. We recognise however, for us to be fully compliant by April 2026, we need to carry out an honest, thorough and continual self-assessment of complaint handling across our organisation.

We are proud of the progress we have made this year, which includes:

- Formation of a Complaints Working Group. Representatives from all LCC services meet regularly to discuss the findings quality assurance.
- Our staff intranet site has a revised Complaints section, populated by training resources.
- A centralised process has been implemented using the Granicus CRM platform.
- Training workshops covering best practice and use of our CRM process have been introduced.

As will be covered in this report, we acknowledge there is still work to do, but we are committed to improving. Our action plan for 2025 2026 includes significant changes to quality assurance and the staff resource dedicated to oversight of complaints.

To make a complaint or share concerns, residents can reach us via email, online, phone, in person, or even through our social media channels, although complainants should note that social media inquiries may not be monitored daily.

Please note that this report is based on complaint handling data from across all LCC but excludes HRA services which are reported on separately to the Housing Ombudsman.

## Annual Self-Assessment

We have conducted an annual self-assessment (May 2025) against the Code of Practice for Complaint Handling, as outlined by the Local Government and Social Care Ombudsman.

This assessment ensures that our complaint handling policy and process remains aligned with the provisions set forth by the Code.

In summary, this assessment has highlighted the following areas for attention in 2025 2026:

- Mandatory training across grades to increase understanding of our complaints policy
- Further develop the quality assurance process already in place
- Introduce a range of KPIs based on the measurable data available from Granicus
- Survey satisfaction of complaint handling
- Review staffing resource for complaints handling

Our full self-assessment is attached as 'Appendix A'.

## Performance

### Overview:

LCC acknowledges that our records of complaints for 2024/25 and the preceding year are incomplete.

Our record keeping process required complaint handling officers to provide all case details to Customer Services who would maintain a central filing system and summary spreadsheet. Quality assurance audits discovered instances of complaints that were handled by services, but those cases and associated data were not then provided to Customer Services for inclusion in our central records/spreadsheet.

Of the complaint cases that were recorded on this central spreadsheet, there were instances of incomplete data in relation to SLA performance and outcome.

On every quarterly report submitted to our Senior Leadership Team (SLT), it was noted that an estimated 25% of complaint handling data may be missing from centralised systems.

432

Cases accepted/acknowledged as Stage 1 complaints

Based on this spreadsheet, LCC recorded 432 Stage 1 complaints in 2024/25. This is a 61% increase against the previous year based on a similar spreadsheet.

6% of these complaints were subsequently escalated to Stage 2 (25 cases). This is a 4% increase against the previous year.

The increase in complaints against the previous year can be explained in by:

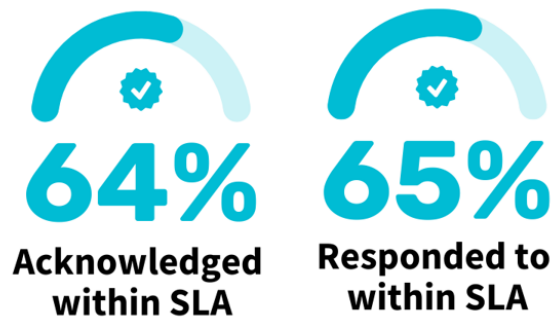
- Increase in staff understanding of our process via training, ensuring complaints are heard and escalated through the formal process where appropriate.
- Attempts to centralise complaint handling records, leading to more accessible data.
- Rollout of a new process using the Granicus CRM platform.

We anticipate that our new Granicus CRM process, which was fully rolled out across the authority by the end of the 2024/25 year, will provide us with significantly more accurate data for the coming financial year.

### Stage 1:

Of the 432 Stage 1 complaints recorded in 2024/25:

- 64% were acknowledged within the timescale/SLA of 5 working days.
- 65% were then provided with a full response within the SLA of 10 working days.



When we are unable to meet our response SLA of 10 working days, our policy is to communicate the reasons and revised response date to the complainant. This data was not recorded in 2024/25. Our Granicus process captures this data so therefore in future we will be able to report on what percentage of extensions were communicated to the complainant.

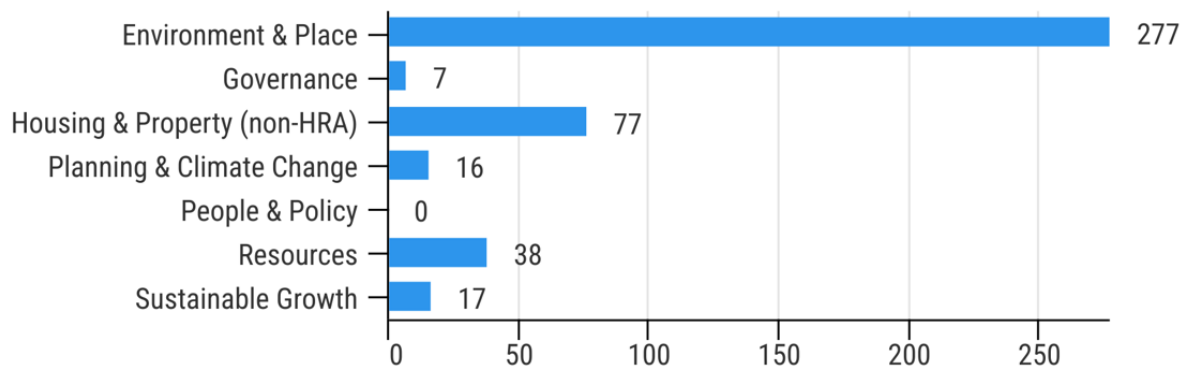
We record complaints into 5 categories to identify themes. In 2024/25 the most common themes were (in order):

1. Failure to follow procedure (159 cases)
2. Failure to take account of relevant matters (106)
3. Neglect or unjustified delay (94)
4. Unhelpful attitude of employee (54)
5. Malice, bias or discrimination (3)



We upheld 35% of our recorded Stage 1 complaints. In line with the Code, complaints are no longer recorded as 'partially upheld'.

Data regarding the reasons why complaints were upheld, what learning points were identified and what resolution measures (such as compensation) were not recorded consistently, therefore no trends could be identified. Use of the Granicus CRM process will rectify this.



We do not view the volume of complaints a service receives as a reflection of the quality of the service they provide or the general customer experience. Services that impact on our largest resident demographics naturally generate a greater amount of public feedback.

We recognise the need to improve on our recording of upheld complaint trends and lessons learned because these are a better indicator of how we are performing and where we need to improve.

The trend every quarter in 2024/25 was for Environment & Place, Housing & Property (non-Council Housing) and Resources to receive the most complaints. The same trend was seen the previous year, as was the breakdown within those service categories.

A breakdown of those 3 services with the highest volume of complaints is as follows:



### Stage 2:

In 2024/25, we recorded 25 complaint cases as being escalated/progressed to Stage 2. This accounted for 6% of Stage 1 cases.

- 33% were acknowledged within the timescale/SLA of 5 working days.
- 35% were then provided with a full response within the SLA of 20 working days.



When we are unable to meet our response SLA of 10 working days, our policy is to communicate the reasons and revised response date to the complainant. This data was not recorded in 2024/25. Our Granicus process captures this data so therefore in future we will be able to report on what percentage of extensions were communicated to the complainant.

Data regarding if the Stage 2 investigation upheld the Stage 1 outcome/decision or if any additional learning points were identified was also recorded inconsistently. Use of the Granicus CRM process will rectify this.

### Complaint Handling Quality

In 2024/25 LCC introduced quality assurance checking under the oversight of the Chief Officer responsible for Customer Services.

Random sampling of complaint cases is used to inform:

- Case studies for discussion at the periodic meeting of the Complaints Working Group
- Bespoke training needs of each service area
- A best practice 'top tips' report cascaded throughout LCC via complaints officers

It is proposed that a scoring framework is incorporated into this checking process in 2025/26. This will add a piece of tangible data that can be reported on as a measurable KPI.



## Learning and Service Improvements

Learning points and areas for improvement at LCC and individual service level were not consistently recorded in 2024/25. It is therefore a priority in our 2025/26 action plan to develop a framework where actionable insights gained from complaints can be better monitored.

A random sampling of complaints was subject to quality assurance checks every quarter and these informed a 'top tips' reminder document to share best practice.

The following were common learning needs identified from those checks:

- Better understanding of exclusion reasons
- Need to record everything presented as 'complaints' so we have exclusion data
- Importance of uploading full documentation of an investigation into Granicus
- Need to make telephone contact with complainant to aid with understanding and resolution
- Issuing extension letter when we expect we can't meet response SLA
- Always using latest template letters
- Ensuring response letter is explicit as to whether a complaint is upheld or not upheld
- Using plain English and avoiding abbreviations in letters
- When capturing learning, make this as explicit as possible
- Considering appropriateness of offering compensation
- Using Granicus as the channel for issuing key correspondence

## Complainant Satisfaction

This information is not currently collected.

There are proposals to utilise the Granicus CRM process to automatically generate a survey at the closure of every Stage 1 and Stage 2 case.

Such feedback could generate another tangible measure in the form of a 'score' that we can use as a measurable KPI.

## Exclusions

Our complaints records spreadsheet for 2024/25 has not captured excluded cases. That means that unfortunately we don't know how many 'complaints' were presented to us in total, only the ones we accepted/acknowledged because they met our definition of a complaint.

Not having this exclusion data also means we were unable to monitor why cases were excluded, if cases were being correctly excluded in line with our policy or if these exclusions were being clearly explained to the complainant.

The Granicus CRM process does capture all this data. This process was rolled out LCC wide in March 2025 so for the next financial year we will have this data to help us monitor Code compliance.

## Ombudsman Findings

Our Information Governance team has records of 9 cases taken to the Local Government & Social Care Ombudsman in 2024/2025:

- In 8 cases the LG&SCO made the decision not to investigate
- 1 case was determined as 'premature' because the complainant had not exhausted our complaints process
- There were no cases that included findings of non-compliance

## 2024/25 Action Plan

Our Action Plan for 2025/26 aims to identify and monitor sub-projects that will aid in our goal of being fully compliant with the LG&SCO Complaint Handling Code by April 2026.

The Action Plan points can be summarised as:

- Develop a programme of training workshops for staff of all grades. Within this training use case studies to educate staff on policy and best practice. Focus should be our definitions of complaint vs excluded, increasing awareness of how residents can access the process, how to correctly use the Granicus CRM process and the quality of communication and correspondence to the complainant.
- Develop a mandatory e-learning course that covers the above.
- Revise our public website pages to help users determine if the complaints process is the appropriate channel for their comments/request.
- Create Granicus survey form for complainants to feedback on their experience of our complaint handling. Integrate an internal scoring framework for a measurable KPI.
- Create Granicus form for quality assurance checks. Integrate a scoring framework for a measurable KPI.
- Build Power BI report so data captured by Granicus process can be effectively interrogated.
- Recruit a new post solely designated to the oversight of complaints handling across LCC.
- Amend the policy to include more guidance on offering compensation (using the following as a reference point <https://www.lgo.org.uk/information-centre/staff-guidance/guidance-on-remedies> )
- Further develop our annual report process in preparation for 2026.

**CABINET**

## Renewal to Regulation 7 Direction under Town and Country Planning (Control of Advertisements) (England) Regulation 2007

**16 September 2025**

### Report of Chief Officer – Planning and Climate Change

PURPOSE OF REPORT			
<p>On the 1<sup>st</sup> September 2021 the City Council established a Direction under Regulation 7 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 to remove deemed consent for 'To Let' boards on residential properties within Schedule 3, Part 1, Class 3 A (an advertisement relating to the sale or letting, for residential, agricultural, industrial or commercial use or for development for such use, of the land or premises on which it is displayed).</p> <p>The Direction has been effective in successfully managing 'To Let' boards but it must be renewed every 5 years. Therefore, this report seeks authorisation for the Chief Officer (Planning &amp; Climate Change) to proceed with the statutory process and submit a proposal to the Secretary of State requesting that a Direction under Regulation 7 is renewed.</p>			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; width: 30px; height: 30px; text-align: center; line-height: 30px; margin-right: 5px;"><b>X</b></div> <div><b>Referral from Cabinet Member</b></div> </div>
<b>Date of notice of forthcoming key decision</b>	N/A		
<b>This report is public</b>			

#### RECOMMENDATIONS OF COUNCILLOR SUE TYLDESLEY

- (1) That Cabinet authorise the renewal of the Regulation 7 Direction under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007, to prohibit the display of To Let boards on residential properties in the wards of Bulk, Castle, John O'Gaunt, Marsh, Scotforth East and Scotforth West, without express consent and to comply with all necessary requirements.
- (2) That delegated authority is provided to the Chief Officer for Planning & Climate Change to submit the proposed renewal to the Secretary of State.

#### 1.0 Introduction

- 1.1 On 1<sup>st</sup> September 2021 the City Council established a Regulation 7 Direction under the Town and Country Planning (Control of Advertisements) (England) Regulation 2007 to address issues relating to the prevalence of 'To Let' signs in particular parts of Lancaster. At the time there were wards and streets in Lancaster where the concentration of Houses in Multiple Occupation that were being advertised to let

resulted in a detrimental visual impact caused by the display of a significant number of To Let boards.

- 1.2 The Council established a Direction under Regulation 7 (hereafter referred to as the 'Direction') which prohibited the display of To Let boards on residential properties (this applied to all residential letterings, HMOs and lettings as a single dwellinghouse) under Class 3A of Schedule 3, Part 1 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. The restrictions did not apply to commercial To Let boards or For Sale signs.
- 1.3 The Direction required advertisers to submit an application for express consent. Applications for such proposals were dealt with in the same way as any other application for advertisement consent, however there was no fee for an application where deemed consent had been removed. As with standard minor applications, the Council has 8 weeks in which to make a decision on such proposals. In an increasingly on-line world, the value of having physical To Let signs has reduced; potential students and renters are much more likely to search on-line, where nearly all rental opportunities will be displayed.
- 1.4 Applications would be determined in the context of the Local Plan, including policies which seeks to protect or enhance the districts heritage and Policy DM21 which seeks to ensure that signage is well designed and appropriately sited and does not contribute to an unsightly proliferation or clutter of signage.
- 1.5 Since its introduction in September 2021 for the role and function of the Direction has been largely successful and the level of signage connected with these types of use have seen significant reductions. No planning applications have been sought for such purposes and, critically, no enforcement action has been required for the removal of signage. However, the Direction only lasts for 5 years after which time it must be renewed via the Secretary of State. The expiry of the Direction is September 2026.
- 1.6 The power to make such a Direction rests with the Secretary of State, not the Council. It is therefore necessary for the Council to submit a request to the Secretary of State for the Direction to be made. Decisions from the Secretary of State can take 3 to 6 months to secure and therefore it is prudent to begin the process of renewal now to ensure that there is no gap in the direction provided.

## **2.0 Proposal Details**

- 2.1 Paragraph 1.2 (above) describes the proposal. The proposal represents a renewal of the previously approved Direction, and therefore it remains unchanged.
- 2.2 The Direction covers the following wards: Bulk, Castle, John O'Gaunt, Marsh, Scotforth East and Scotforth West. The restrictions do not apply to commercial To Let boards or For Sale signs. The Direction requires advertisers to submit an application for express consent for To Let boards.
- 2.3 The Regulation 7 Direction, map and background papers can be found on the website here: [Designations and constraints - Lancaster City Council](#). Documentation relevant to the Direction is also provided as background papers to this report.
- 2.4 The Direction has been effective at reducing the proliferation and clutter of To Let boards. Since the Direction was brought into force no applications for To Let signs on residential properties have been received and there have been very few unauthorised

To Let boards displayed. The signs have not proliferated elsewhere in the district. The area covered by the Direction is considered to remain appropriate.

- 2.5 The Direction was approved by the Secretary of State for a 5-year period after it was brought into force. As the Direction expires on 31st August 2026, it is time to review it and submit a request for the Direction to be renewed.
- 2.6 The first step will be to carry out an informal consultation to gauge the level of interest and support for continuing the control. Following this, an application will need to be made to the Secretary of State. On receipt of the submission, the Secretary of State will require the council to carry out publicity by placing notices in the local newspaper and the London Gazette which give stakeholders 21 days to submit comments directly to the Secretary of State.
- 2.7 The Secretary of State will then consider the proposals along with any representations received. There is no timescale for a decision, which can take between 3 to 6 months. If objections are received, the Secretary of State may convene a Public Inquiry to consider the matter and further publicity is undertaken.
- 2.8 The previous application was submitted on 13th October 2020, and a decision was received on 29th April 2021. A Public Inquiry was not necessary. It took a further 4 months to obtain Cabinet approval. For this reason, it is recommended that the process is commenced with ample time for the process to be completed before the current Direction expires.
- 2.9 Therefore, the purpose of this Report is to seek approval from Cabinet to begin the process of informal consultation and to apply to the Secretary of State for a renewal of the application, following the process which are described in paragraphs 2.6 to 2.8 of this report. Once a decision has been received from the Secretary of State a decision to approve the updated Direction will be presented to Cabinet.

### 3.0 Options and Options Analysis (including risk assessment)

	<b>Option 1: Submit a request to the Secretary of State to renew the designation of a Direction under Regulation 7 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 for the wards of Bulk, Castle, John O'Gaunt, Marsh, Scotforth East and Scotforth West.</b>	<b>Option 2: Submit a request to the Secretary of State to renew the designation of a Direction under Regulation 7 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 for the wards described in Option 1 and additional wards in the District.</b>	<b>Option 3: Do not progress a Regulation 7 Direction under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.</b>
Advantages	The renewal of the Direction under Article 7 will ensure that the current regime of managing 'to let' advertisements remain in place in the wards described and no new	The addition of further wards would provide the opportunity to expand the geographic scope of the Article 7 Direction to include other areas of the district where it	None known.

	<p>proliferation of signage occurs over the next 5 years. It will continue to manage this matter in the wards which have been historically most affected by these signage issues.</p> <p>Starting the process now provides sufficient time for the renewal to take place, informal consultation to be undertaken and a decision from the Secretary of State to be received.</p>	<p>believed that these issues with signage are occurring.</p>	
Disadvantages	None known.	<p>Expanding the geographic scope of the Article 7 direction would not constitute a renewal of the process. It would require sufficient robust evidence that a demonstrable problem exists in additional areas of the district to justify such action.</p> <p>This would require significant additional evidence to be gathered to justify expanding the scope of the Direction.</p> <p>It is not clear there is sufficient evidence to justify an expansion in the scope of the Direction.</p>	<p>Allowing the Direction to lapse in September 2026 could allow for a re-establishment of 'to let' signs in the Wards identified and a return to the issues which were identified prior to the Direction coming into force.</p>
Risks	None known.	<p>Should this option be pursued further work would be required to secure the necessary evidence to justify an expansion of the scope of the Direction.</p> <p>Regardless of whether sufficient evidence could be secured to justify the need for an expansion, this would take time to collect and analyse which would risk a delay in securing a decision from the Secretary of State and the current Direction lapsing.</p>	<p>In the absence of any management of 'to let' signs under the Article 7 Direction the issues around visual amenity and impacts on the street scene in the wards identified may increase.</p>

#### 4.0 Officer Preferred Option (and comments)

- 4.1 The preferred option is Option 1. The renewal of the current Article 7 Direction provides the most effective approach to continuing management of this issue in the most affected wards. The City Council have the evidence to demonstrate the historical problems around 'to let' signage in these areas and the success which the Direction has had on improving this matter. This means that a renewal of the Direction can be progressed as quickly as possible.

## 5.0 Conclusion

- 5.1 It is recommended that authorisation is given for the Chief Officer (Planning & Climate Change) to proceed with the statutory process and submit a proposal to the Secretary of State requesting that a Direction under Regulation 7 is to be renewed.

### RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Plan includes ambitions to make our neighbourhoods clean, well maintained and safe.

The Lancaster District Local Plan includes policies which seek to improve the amenity of residents in Lancaster and to protect the character and appearance.

Policies in the Strategic Policies and Land Allocations Development Plan Document aim to ensure that development, including uses of buildings, maintain the district's heritage (SP7).

Policy DM21 seeks to ensure that signage is well designed and appropriately sited and does not contribute to an unsightly proliferation or clutter of signage. Policies DM37 to 41 seek to ensure that the district heritage is protected or enhanced.

The proposal seeks to address the detrimental impacts of concentration of letting boards associated to HMOs in accordance with the ambitions of the Council Plan and the Local Plan.

### CONCLUSION OF IMPACT ASSESSMENT

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

#### Wellbeing and social value

The proposals will manage the proliferation To Let Boards to protect visual amenity and the historic character of Lancaster.

### LEGAL IMPLICATIONS

The designation of a Regulation 7 Direction is required to be implemented through statutory processes within the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. Failure to do so could result in legal challenges.

### FINANCIAL IMPLICATIONS

The designation of a Regulation 7 Direction is required to be implemented through statutory processes within the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. Failure to do so could result in compensation claims.



The process will involve modest cost implications for the Council in terms of staffing costs as well as advertisement costs arising from the publicity requirements. Substantial further costs may arise if objections are received and the Secretary of State decides to hold a public inquiry. Based on examples, costs are estimated at £10,000. This is however subject to not having to resource external expertise to cover Public Inquiry costs. Any cost arising from a public hearing would be covered by existing budgets.

If a Regulation 7 Direction is made, an awareness raising campaign informing agents and stakeholders of the new requirements will be undertaken. This will have some staffing implications. It is considered that this can be met from existing staff resource.

Although there haven't been any significant problems with the Regulation 7 Direction so far, they could still occur in the future. If this becomes an issue, the effect on staffing will be assessed and reported through the corporate monitoring process in the first instance. However, this is not anticipated to be the case.

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

**Human Resources:**

None

**Information Services:**

None

**Property:**

None

**Open Spaces:**

None

**SECTION 151 OFFICER'S COMMENTS**

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

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

1. Background Paper on the Designation of Regulation 7 Direction in Lancaster (September 2020).
2. Consultation Statement (September 2020).
3. Decision Notice from SoS for Regulation 7 Direction (April 2021).

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**Ref:** -

# A Local Plan for Lancaster District

## 2011-2031

Background Paper on the Designation of a Regulation 7  
Direction in Lancaster

September 2020



LANCASTER  
CITY COUNCIL

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This topic paper outlines the authority's reasons for pursuing the designation of a Regulation 7 Direction to control the display of To Let advertisement boards in Lancaster.

## 1.0 Legislative Background

- 1.1 To Let boards are classed as a type of advertisement and are regulated by the Local Planning Authority under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. The boards do not require express consent where they comply with the conditions and limitations of Schedule 3, Part 1, Class 3A. These boards benefit from 'deemed consent'.
- 1.2 Schedule 3, Part 1, Class 3A states:  
An advertisement relating to the sale or letting, for residential, agricultural, industrial or commercial use or for development for such use, of the land or premises on which it is displayed.
  - (1) Not more than one advertisement, consisting of a single board or two joined boards, is permitted; and where more than one advertisement is displayed, the first to be displayed shall be taken to be the one permitted.
  - (2) No advertisement may be displayed indicating that land or premises have been sold or let, other than by the addition to an existing advertisement of a statement that a sale or letting has been agreed, or that the land or premises have been sold or let, subject to contract.
  - (3) The advertisement shall be removed within 14 days after the completion of a sale or the grant of a tenancy.
  - (4) No advertisement may exceed in area –
    - a) where the advertisement relates to residential use or development 0.5 square metres or, in the case of two joined boards, 0.6 square metres in aggregate;
    - b) where the advertisement relates to any other use or development, 2 square metres or, in the case of two joined boards, 2.3 square metres in aggregate.
  - (5) Where the advertisement is displayed on a building, the maximum projection permitted from the face of the building is 1 metre.
  - (6) Illumination is not permitted.
  - (7) No character of symbol on the advertisement may be more than 0.75 metre in height, or 0.3 metre in an area of special control.
  - (8) No part of the advertisement may be higher above ground level than 4.6 metres, or 3.6 metres in an area of special control or, in the case of a sale or letting of part only of a building, the lowest level of that part of the building on which display is reasonably practicable.
- 1.3 Where the display of advertisements with deemed consent has a significant adverse impact upon the character and appearance of an area, an authority may seek to remove deemed consent. In order to remove deemed consent under Schedule 3, Part 1, Class 3A for the display of To Let boards on residential properties, local planning authorities may seek a Direction from the Secretary of State under Regulation 7 of the Town and Country Planning (Control of Advertisements) (England) Regulation 2007. If the Direction is made by the Secretary of State, it would require express consent to be gained for the display of letting boards in the area controlled.

## 2.0 Planning Policy and Guidance

- 2.1 The National Planning Policy Framework (NPPF) provides guidance on the control of advertisements. Paragraph 132 states:

“The quality and character of places can suffer when advertisements are poorly sited and designed. A separate consent process within the planning system controls the display of advertisements, which should be operated in a way which is simple, efficient and effective. Advertisement should be subject to control only in the terms of amenity and public safety, taking account of cumulative impacts.”

- 2.2 The Planning Practice Guidance refers to the process which a local authority may use to restrict deemed consent. It states:

“To do this, it must be clear that one or more of the deemed consent provisions has had such adverse effects on the amenity or public safety of the area that there is no prospect of an improvement in the quality of advertising in the locality, unless the local planning authority are given the power to control that particular type of advertisement”.

- 2.3 Policy DM21 of the adopted Development Management DPD seeks to ensure,

“Advertisements should be well designed and appropriately sited in order to positively contribute to a safe and attractive environment.

The policy includes criteria for schemes, the third of which requires that advertisements should,

“Not contribute to an unsightly proliferation or clutter of signage in the vicinity”.

- 2.4 The Listed Building and Conservation Areas Act, the NPPF also include requirements and policies which seek to protect or enhance heritage within the city.

## 3.0 The Case for a Regulation 7

- 3.1 Areas of Lancaster contain a significant number of Houses in Multiple Occupation (HMO), many of which are occupied by students with a yearly or biyearly turnaround of occupants. In the most concentrated areas, some streets in John O’Gaunt ward have approximately 30% and 45% of the properties as HMOs and in Castle ward, some streets have approximately 20% and 25% HMOs. There are streets where HMOs run concurrently. The advertisement boards associated with these HMOs cause a proliferation of signage which when viewed on mass, particularly in areas of terraced housing, adversely affect the visual amenity of the areas character and appearance

- 3.2 The council has created a database of HMOs using Council Tax Data, Registered HMOs and information available from Lancaster University Homes (University accredited homes). It is acknowledged that there are limitations in using Student Council Tax exemptions as not all properties will be HMOs and not all HMOs will be occupied by students. The database does, however, provide a good reflection of the concentrations of HMOs in Lancaster.

- 3.3 The database highlights the concentration of HMOs within wards and streets within Lancaster. The tables below illustrate the concentrations of HMOs within Lancaster.

Ward	Estimated No. of HMOs	Approx. total residential units	Approx. % of stock in HMO use
Bulk	322	4,456	7.23%
Castle	567	3,049	18.6%
Galgate (Ellel)	23	1,000	2.3%
John O'Gaunt	424	3,188	13.3%
Marsh	79	2,616	3.02%
Scotforth East	50	2,038	2.45%
Scotforth West	290	3,343	8.67%
Skerton East	48	3,312	1.45%
Skerton West	4	3266	0.12%
University	79	2,334	3.38%

*Table 1: Combined data sets of HMOs (November 2019)*

- 3.4 A survey of 'To Let' boards was carried out on 18<sup>th</sup> November 2019. The table below illustrates the number of advertisements displayed on a selection of streets in Lancaster.

Street	Ward	No of HMOs on Street	No. of Adverts Displayed
Aberdeen Road	John O' Gaunt		8
Balmoral Road	John O' Gaunt		12
Blades Street	Castle		12
Bowerham Terrace	John O' Gaunt		6
Bradshaw Street	John O' Gaunt		3
Clarence Street	John O' Gaunt		8
Dale Street	John O' Gaunt		20
Dallas Road	Castle		7
Dumbarton Road	John O' Gaunt		4
Dundee Street	John O' Gaunt		3
Eastham Street	John O' Gaunt		4
Hope Street	John O' Gaunt		5
Lindow Square	Castle		3
Kirkes Road	John O' Gaunt		5
Perth Street	John O' Gaunt		4
Primrose Street	John O' Gaunt		7
Prospect Street	John O' Gaunt		24
Queen Street	Castle		3
South Road	Scotforth West	19	16 (4 properties had more than 1 advert)
Stirling Road	John O' Gaunt		6
St Oswald Terrace	John O' Gaunt		13

*Table 2: Survey of To Let Boards*

- 3.5 The table 2, illustrates the number of 'To Let' boards being displayed. The number displayed along Dale Street and Prospect Street are particularly high. While the numbers are lower on some of the other streets surveyed, these streets are shorter and as they consist mainly of terraced houses, fronting directly onto the road, the visual impact arising from the clutter is harmful to the character and appearance of these streets.
- 3.6 Appendix 1 includes photographs of streets in the John O'Gaunt ward. These photographs only show the impact of 'To Let' boards within a single ward. The photographs illustrate the proliferation and clustering of boards.
- 3.7 Table 1 shows the number of HMOs in wards in Lancaster. There are high concentrations of HMOs in the following streets (this list indicates examples only and is not exhaustive):
- Albion (7 run concurrently), Green (7 run concurrently), Hinde and Ridge Street and Gladstone Terrace (Bulk ward) - approx. 51 HMOs. These streets are all parallel or at right angles to each other in a confined area.
  - Bulk Road (Bulk Ward) – 7 HMOs within a 150m length of street.
  - Dallas Road (Castle ward) - 15 HMOs within a 315m length of street (single side).
  - Blades Street (Castle ward) - 19 HMOs within a 190m length of street. Dallas Road and Blades Street run parallel to each other, creating a high concentration in this small area.
  - Regent Street (Castle ward) - 15 HMOs within a 180m length of street.
  - Portland Street (Castle ward) - 11 HMOs in 155m length of street.
  - Dale Street (John O'Gaunt ward) – 39 HMOs within a 265m length of street.
  - Prospect Street (John O'Gaunt ward) – 31 HMOs within a 240m length of street. In 2 areas, 6 HMOs run concurrently.
  - Coulston Road (John O'Gaunt ward)– 33 HMOs within a 280m length of street (both sides for 190m).
  - Golgotha Road (John O'Gaunt ward) – 25 HMOs in 135m of street, 4 and 5 HMOs run concurrently.
  - Hubert Place (Marsh ward) – 12 HMOs out of 18 houses, within in a 100m length of street (single side) (5 run concurrently).
  - West Street – 9 HMOs in a length of 165m (Marsh Ward).
  - The Northern part of Claughton Drive, Sandforth and Melling View (Scotforth East) – 9 HMOs within 260m.
  - Slaidburn (Scotforth East) – 9 HMOs within a 300m length of street.
  - Vine and Graham Roads – 17 HMOs (Scotforth West ward).
  - South Road (Scotforth West ward) – 13 HMOs along the eastern side within a 200m length of street.
  - Vine Street (Scotforth West) – 8 HMOs in a street 50m in length.
  - Graham Road (Scotforth West) – 9 HMOs.
  - Avondale Road (Scotforth West) – 17 HMOs in a street 195m in length.
- 3.8 Table 1 and the above list of examples streets shows the potential number of HMOs which may display advertisement boards when they are available for rent. It is acknowledged that all the HMOs are unlikely to be available for let and display boards at the same time. The number of signs displayed in November 2019, as shown in Table 2, does however indicate that a high number of HMOs have signs displayed at any one time.

- 3.9 A walkaround was undertaken on 13 August. It was noted that the number of signs displayed are significantly less than during the survey carried out in November 2019. The numbers also appear less than anecdotal information which suggests that over previous summers, the number of signs has remained high. This may be a combination of the reduced number of students in the city during the summer and due to Covid19 impacts. A high number of signs do however remain in some streets, such as on Prospect Street and South Road. Photographs are attached at Appendix 2.
- 3.10 The greatest concentrations of HMOs and the locations of the highest concentrations of To Let Boards are the wards of Bulk, Castle, John O’Gaunt and Scotforth West. These are the areas where the highest concentration of the City’s heritage lies. The Lancaster Conservation Area covers a large proportion of Castle Ward and extends into the edges of Bulk, John O’Gaunt and Scotforth West. A map of the Conservation Areas is attached at Appendix 3.
- 3.11 It is also recognised as highlighted during the consultation that there are concentrations of student lets and signs along particular streets in Marsh ward. It is proposed that the Regulation 7 Direction is designated for the aforementioned wards and Scotforth East, to provide a consistent and comprehensive management of To Let signs across the city, south of the river. Appendix 4 indicates the areas proposed for the Regulation 7 Direction.
- 3.12 To Let Boards are displayed over a prolonged period between the student summer holiday and Christmas and in some cases beyond this period. While the Advertisement Regulations require that boards are removed 14 days after a tenancy is let, enforcing this is complex. Student accommodation can be advertised for let a year prior to a new student contract, while they are occupied by the previous year’s students. In some cases, rooms within a property may be let on differing tenancies. While each property may not be advertised every year, the number and concentration of HMOs in these areas is such that a significant number of boards are displayed each year. The To Let Boards do not have only a short-term impact.
- 3.13 Cities including Durham, Leicester, Manchester and Nottingham have introduced Regulation 7 direction to prohibit To Let Boards. Voluntary codes were introduced in the first instance but were found to be ineffective. In the report to cabinet, Durham states, ‘the voluntary code .... whilst having a positive impact, in particular in the initial years following its introduction, has not alleviated the harm to amenity and the environment to the expected standard, and more formal intervention is therefore now required’ and ‘Enforcement of the Code has proved time consuming and costly for the Council.’ Leicester have had a similar experience stating, ‘After a public consultation, a Voluntary Code of Practice was introduced, however, it was largely ignored and the numbers of boards did not diminish’. Nottingham state, ‘A Voluntary Code had been in place since 2009 which did little to improve the visual appearance of streets in the area.’
- 3.14 As voluntary codes have been deemed ineffective, it is considered that a formal process is necessary to minimize the proliferation and clutter arising from To Let boards and enhance the visual amenity of the city.



## **4.0 Consultation**

- 4.1 Informal consultation took place between the 21 February and the 3 April 2020. The proposed Regulation 7 Direction received a significant positive response. A Consultation Statement has been provided as a background paper. A statutory consultation will take place on submission of the Regulation 7 Direction to the Secretary of State.

## **5.0 Conclusion**

- 5.1 The case for a Regulation 7 Direction is justified for the wards of Bulk, Castle, John O’Gaunt, Marsh, Scotforth East and Scotforth West for the following reasons:
- The areas have a significant concentration of HMOs due to the nature of the housing stock and the proximity to the Universities in Lancaster. Due to the turnover of occupants in these areas, particularly the student population, there is a significant proliferation of To Let boards.
  - The proliferation and clutter arising from the display of ‘To Let’ boards have a negative impact on the local character of the areas. The cumulative impact has a harmful effect upon amenity contrary to the aims of the NPPF.
  - A Regulation 7 Direction will prevent the proliferation of ‘To Let’ boards in these areas and have a positive impact on the council’s ability to control advertisements and ensure that the character and appearance of areas is protected.

## Appendix 1: Photographs of Signs within John O’Gaunt Ward (Examples)

(18 November 2019)



Bowerham Terrace



Clarence Street (check)



Dale Street



Dale Street





Dale Street



Dumbarton Road





Dundee Street



Kirkes Road



Primrose Street



Primrose Street





Prospect Street



Prospect Street



Prospect Street



South Road





St. Oswald Street

## Appendix 2: Photographs of Signs within John O’Gaunt Ward (Examples)

(13 August 2020)



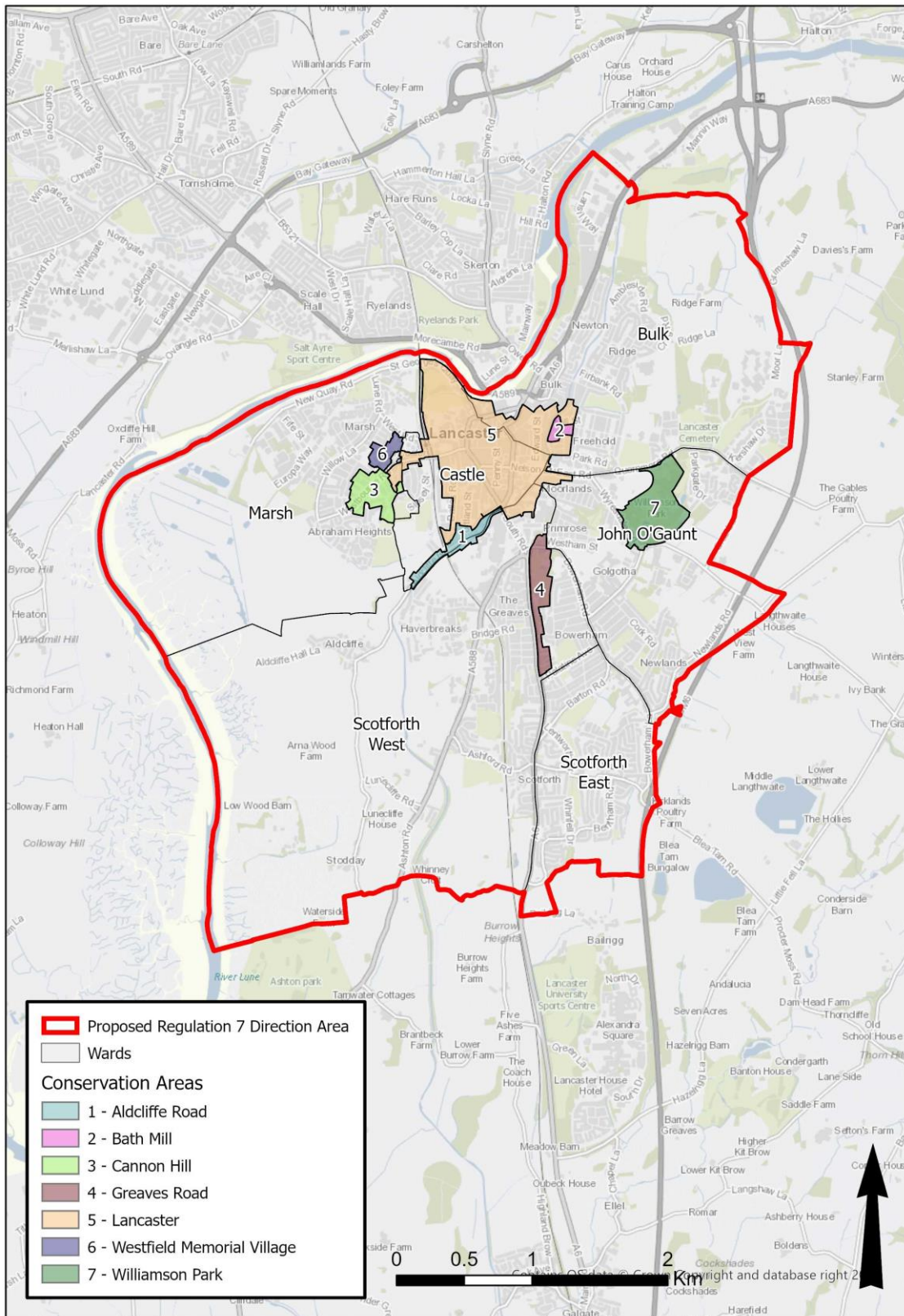
Prospect Road – 8 signs displayed during the summer period





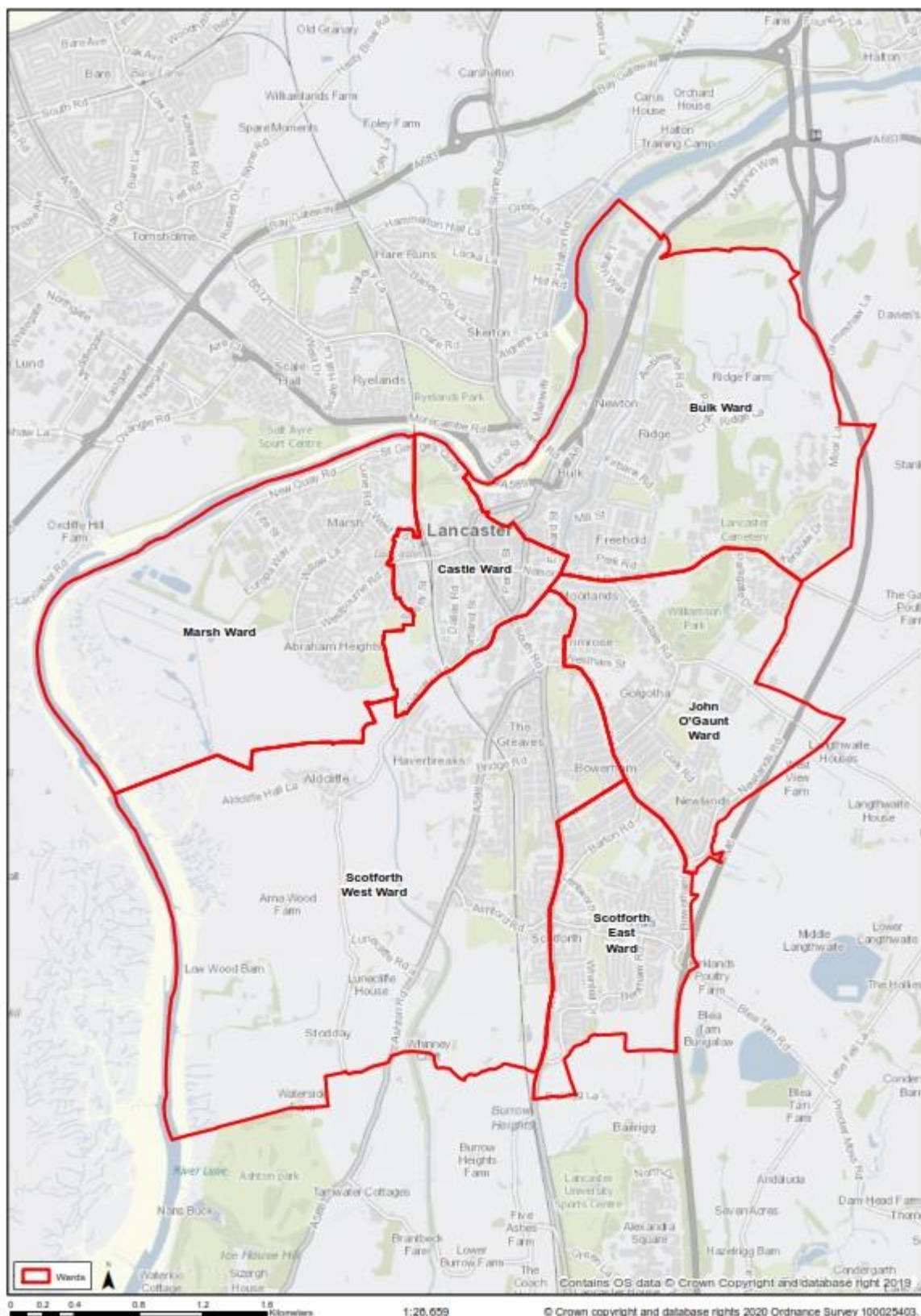
South Road – 4 signs along a short stretch displayed during the summer period

## Appendix 3: Map showing Lancaster Conservation Areas





## Appendix 4: Map of wards considered for a Regulation 7 Direction



**Proposed Regulation 7 Direction under  
the Town and Country Planning  
(Control of Advertisements) (England)  
Regulations 2007**

**Consultation Statement**

September 2020



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## 1. Introduction

- 1.1 The Statement sets out how the Council considers it has consulted and engaged with the public on the preparation of the Proposed Regulation 7 Direction under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.
- 1.2 The Council proposes a Direction under Regulation 7 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 to control the display of To Let Boards by removing deemed consent under Schedule 3, Part 1, Class 3A (hereafter referred to as the 'Direction' in this document).

## 2. Purpose of this document

- 2.1 This Consultation Statement provides a summary of the engagement and consultation which the Council has undertaken to inform the preparation and submission of the Direction.
- 2.2 The Consultation Statement outlines:
  - Section 3: Who we consulted
  - Section 4: What we consulted on
  - Section 5: How we have engaged
  - Section 6: What issues were raised and
  - Section 7: How the issues were addressed

## 3. Who we consulted

- 3.1 Through the process, the Council have sought to engage with the widest range of individuals, communities, organisations and stakeholders who may hold an interest in, or may be affected by, the Direction:
  - The purpose of the Direction, the process of preparing it and how and when they may be affected;
  - How and when they can comment on and get involved and what they can and can't influence; and
  - How and when their comments will be taken into account by the Council.
- 3.2 The Statement of Community Involvement (SCI) was reviewed and adopted in January 2019 and reflects the 2012 Regulations. Temporary COVID-19 and social distancing related updates were made in June 2020. The SCI sets out the Council's approach to engaging with stakeholders It identifies who we engage with. The table below is not exhaustive and is amended or added to as required.
- 3.4 In addition to the organisations set out in the table below, the Council also consult with the general public, all Council Members, agents, developers, education establishments, 3<sup>rd</sup> sector and local businesses who sign up to the Council's Planning Consultation Database.



Who we consulted	
Specific Bodies	
The Coal Authority	
The Environment Agency	
Historic England (Historic Buildings and Monuments Commission for England)	
Marine Management Organisation	
Natural England	
Office of Rail and Road (now called Office of Rail Regulation)	
Highways England	
Homes England	
Adjoining Local Planning Authorities	Barrow Council Craven District Council Lake District National Park Authority Ribble Valley Borough Council South Lakeland District Council Wyre Borough Council Yorkshire Dales National Park Authority
Area of Outstanding Beauty	Arnsdale and Silverdale AONB Forest of Bowland AONB
County Council	Cumbria County Council (+ libraries in the Lancaster District) Lancashire County Council
Parish Councils	
Lancaster City Councillors	
Local policing body	Lancashire Police and Crime Commissioner Lancashire Constabulary
Relevant telecommunications companies	PO Broadband, BT Openreach, Vodafone, O2, EE
Primary Care Trust or successor body	Clinical Commissioning Group
Relevant electricity and gas companies	National Grid (Electricity) National Grid (Gas) Electricity North West E.on British Gas
Relevant water and sewerage companies	United Utilities
Others	Members of public Developer / Agents Landowners Businesses 3 <sup>rd</sup> Sector Advocate groups Educational establishments Government organisations (NHS) Lancaster University Homes

## 4. What we consulted on

- 4.1 For a six-week period between 21<sup>st</sup> February and 3<sup>rd</sup> April 2020 the Council carried out public consultation on:
- The introduction of a Direction to control the display of To Let Boards.
  - The introduction of an Article 4 to manage the concentration of Houses in Multiple Occupation (HMO) in the wards within the city of Lancaster and the village of Galgate; and
  - A Draft Residential Conversions and Houses in Multiple Occupation SPD;
- 4.2 The aim of the consultation was to carry out early consultation with stakeholders and provide an additional informal opportunity for comments on the proposed Direction and the extent of the area this will cover.

## 5. How we have engaged

- 5.1 Table 5.1 below outlines the consultation methods adopted to satisfy the requirements of regulation consultation and to ensure that the requirements of the Council's Statement of Community Involvement have been met.

Requirements of Regulation	How the Council satisfied the requirement
Which bodies and persons the local planning authority invited to make representations	<p>Consultation Database <a href="http://www.lancaster.gov.uk/ppcl">www.lancaster.gov.uk/ppcl</a>) consultees were notified on the opportunities to participate in preparation of the draft SPD.</p> <p>The database consisted of residents and organisations who had been consulted on previous policy matters, those that had requested for inclusion and statutory bodies for which the Council must satisfy commitments to engage in ongoing duty to co-operate obligations.</p> <p>Presentation and Q&amp;A via the Lancaster University Homes Webinar for landlords of student accommodation 12 August 2020</p>
How those bodies and persons were invited to make representations.	<p>Consultation ran for 6 weeks, 21 February 2020 – 3 April 2020</p> <p>This included a period of publicity across the Lancaster District, with a Consultation Flyer and a public notice placed in Lancaster Guardian (a local newspaper) following the start of the consultation.</p> <p>Emails sent to over 2,200 consultees on the planning policy consultation database</p> <p>Posters were placed in 20 locations around Lancaster City and in Galgate, and over 80 posters were sent to venues in the area to ask them to display on notice boards</p>

Requirements of Regulation	How the Council satisfied the requirement
	<p>Another email (bcc) was sent to known letting agents advising of the consultation on 2 March. It is acknowledged that not all agents may have been captured and this was sent part way into the consultation. The notification was however, in addition to the Councils agreed publicity procedure.</p> <p>Information on the consultation was published on the Council webpages and copies of the consultation documents were made available at the 'Principal Offices'.</p> <p>Further details on the publicity methods are set out in more detail within <a href="#">Appendix A</a></p>
A summary of the main issues raised by the representations made	<p>The main issues raised in the representations are summarised in <a href="#">Section 6</a> of this document.</p> <p>Full details on the main issues raised are set out in Section 6 and in <b>Appendix A: Summary of Consultation Responses</b> and the Officer response is set out in the Section 7 of this document</p>
How any representations made pursuant to regulation 18 have been taken into account.	<p>The Council has responded to each comment submitted to the Council following the period of consultation. Replies also outlined how the comments have informed the final draft SPD.</p> <p><a href="#">Section 5</a> of this statement outlines how the Council engaged in this round of consultation</p> <p><a href="#">Section 6</a> outlines what issues were raised and</p> <p><a href="#">Section 7</a> outlines how these issues have been addressed.</p>

## 6. What issues were raised during the informal consultation?

6.1 The consultation provided the first opportunity for members of the public and interested parties to comment on the proposed Direction and the area it was proposed to cover. As the consultation related to the proposed Direction, Article 4 and SPD the range of responses received were varied and the level of detail provided extensive. There were 97 separate consultee responses in respect of the 3 proposals. 49 responses relate to the proposals to restrict To Let Boards. All 49 support the proposals to restrict To Let boards and no objections in respect of this matter were received. One of the responses has been qualified with the comment that restrictions should relate to 'To Let' boards only and they should be permitted inside windows.

6.2 The responses specifically in respect of the proposed Direction:

### Support

- Significant support for controlling To Let Boards

- An interim measure should be taken to engage with agents to voluntarily minimise signs
- Uncontrolled sign boards adversely affect the appearance and reputation of many streets
- Signs are visually detrimental
- The Direction should include all areas in the city including Marsh, Scotforth East, Skerton East and Skerton West
- The Direction may be beneficial across the whole district
- The display of 'To Let' signs all year round enforce harmful and negative perceptions of students
- The necessity of signs was questioned given the digital marketing available
- Student accommodation is found overwhelmingly on-line, only 3% of student respondents to Lancaster University Students Union survey advised that they were influenced by 'To Let' boards

#### Comments

- Signs are not a problem apart from when they state, 'now let'
- The preference would be for the controls to be in place for 'To Let' boards but not 'For Sale' signs
- Signs should be permitted in windows

- 6.3 The responses in respect of the proposed Article 4 Direction and the Supplementary Planning Document will be addressed separately when those proposals are progressed.

## **7. How these issues were addressed in the Proposed Direction**

- 7.1 As highlighted in Section 6 of this statement, the Council received a range of responses to the consultation. An explanation is provided below to show how these issues have been dealt with in the preparation of the proposed Direction.

### 1. Interim measure to engage with agents

An email was sent to agent in March reminding them of the Advertisement Regulation controls and encouraging a reduction in the number of signs displayed and the length of time they were displayed.

A webinar has taken place on the 12 August 2020, hosted by Lancaster University Homes. The proposals were explained, and agents were encouraged to minimise To Let boards.

### 2. Increasing the area of the Direction

The area proposed for the Direction has been increased to incorporate the additional wards of Marsh and Scotforth East. It is now proposed that the Direction will include the wards of Bulk, Castle, John O'Gaunt, Marsh, Scotforth East and Scotforth West. This will ensure that wards south of the river will be covered and provide a simpler area to enforce. It is not considered appropriate to include University ward as most of the Letting/HMO properties are on the University campus. The numbers of HMOs in the Skerton wards are low and they tend to be dispersed. It is also not considered appropriate to restrict signs throughout the whole of the district.

### 3. Controlling 'To Let' boards but not 'For Sale' signs

The proposals will be amended to request the removal of deemed consent for the display of advertisements relating to the letting of residential properties only. This will allow the display of For Sale signs for residential properties and for the display of for sale and letting signs in connection with commercial properties.

4. Signs should be permitted in windows

Class 12 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 grants deemed consent for the display of signs in buildings. The proposals will not affect such signs.

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## Appendix A: Summary of Consultation Responses

The summary includes all response in received in respect of the proposed Regulation 7 Direction, the proposed Article 4 and the draft SPD. Where responses do not relate to 'To Let' signs, the support/object/comment column states 'comment'.

Resident/Agent/Landlord	Support/Object/Comment	Summary of Comment
Resident	Comment	Houses should be subject to planning consent processes to maintain character. Ideally residents would be long term. House purchasers should have to inform the council if planning to convert to HMOs, residents could then help to inform the planning process. Restrictions should be put in place to cap the number of HMOs vs long term residents. There is plenty of student accommodation so there shouldn't be a need to use residential areas.
Resident	Comment	Support the proposals in document 1, which is a positive response to problems that have impacted on many residents. Particularly support the provisions of cycle storage for HMO residents.

Resident	Support	Huge increase in HMO's in the area, therefore there is no longer a balanced mix of households and as a result community spirit has suffered. Landlords are often not from the area and HMOs provide high rent, which can exclude those on low incomes. HMOs also reduce the number of first-time buyer homes on the market. Residential areas were not designed for HMOs and consequently this causes problems e.g. waste issues. The number of HMOs should be reduced and planning permission should be required for the conversion of properties to HMOs. There should be a requirement that a HMO can easily be reverted to its original state. Planning permission should also be required for letting boards. The conversion of properties also has an impact on the local environment e.g. materials being ripped out and replaced, gardens being paved over increasing the flood risk and impact on 'natural urban corridors'.
Resident	Support	HMOs should require planning permission as there should be adequate student accommodation. Housing should be affordable for families. Support limiting the number of 'to let' signs.
Resident	Comment	Appendix B: standards for HMOs - the proposals are more onerous than the current standards and may mean that many properties could not be converted. It is unlikely that existing HMOs would comply with the proposed standards. The proposed rules are harsh and the existing ones should remain.
Resident	Support	Has been suggesting regulation for a long time. There is a particularly high percentage of HMOs on Golgotha Road. It is not possible to limit numbers on a street by street basis. The proposed standards are not enough, and a policy of reversal should be put in place. Planning permission should be required. Original property features have been removed/destroyed. HMOs create pressure on local services i.e. waste. Support need for planning permission for 'to let' signs. St Oswald Street is particularly unattractive because of this. Restrictions should also be placed on putting similar information in property windows. Signage is unnecessary in this digital age. Parking restrictions could help improve the issues caused by cars from HMOs, other residents and the University.

Resident	Comment	Student accommodation provides vital support to the local housing market. Competition helps to maintain high standards. Much of the new student accommodation is very expensive, therefore does not replace the cheaper HMOs. Cable Street, North Road, Kingsway, North Street, St Leonards Gate and Brock Street are full of student housing. However, many of these were previously commercial buildings which families were unlikely to want to live in.
Resident	Support	John O'Gaunt ward includes a mix of permanent and long term residences and HMOs (primarily students). HMOs present many problems to the permanent and long term residents e.g. waste, noise, parking, anti-social behaviour. The number of HMOs do not seem to be reducing, even though purpose built student accommodation has been made available. 'To let' and 'now let' banners are an issue. Support proposals to limit the number of HMOs, require planning permission and regulate 'to let' signage.
	Comment	The proposals will greatly improve community cohesion.
Resident	Support	Support all three proposals. Areas with high concentrations of HMOs have service and amenity issues. Purpose built student accommodation reduces the need for traditional housing to be converted to HMOs. The proposal to require planning permission would help to reduce the number of bedrooms being crammed into HMOs. Restricting the number of HMOs would help to retain family housing and permission for 'to let' signs would improve the look of areas with HMOs. It is important to hold landlords to account and keep the right balance of housing provision.
City Councillor	Support	Support all three proposals including restriction on numbers of HMOs, requiring planning permission for HMOs and regulation of 'to let' boards.
	Support	Support all three proposals and they need to be introduced asap.



Resident	Comment	Proposals are well thought through and suggest considered responses to some increasing problems. Parking is an issue that is not only caused students but other residents too. Anti-social behaviour issues need to be looked at. Community cohesion is also a concern. Covid 19 has brought the community together and would like this to continue e.g. shared street cleaning responsibilities, community led public events, community allotments. Environmental impacts of cars and use of bollards needs to be reviewed. Fines need to be put in place to support non compliance. The proposals could contribute to positive social change.
Resident	Comment	High numbers of HMOs have caused waste, noise and parking issues. HMOs also have an impact on the value of and selling homes.
Resident	Support	Support all three proposals. The issues of most immediate impact are the proposals on noise and car parking. Suggest that insulation is included in the permissions and a maximum number of cars per household. Refuse storage and intensity impact on character. HMOs often remove the gardens which help to provide character. Support the application of Article 4 in the areas designated in Appendix 2. The council could look at ways to attract the current HMO owners to invest in the student apartment blocks. Support proposal to require planning permission for HMO conversions, although would suggest a date to review this policy.
Resident	Comment	Castle ward has a high number of HMOs which have increased over several years. HMOs do not meet student needs and change the character of an area, they also cause many issues e.g. waste, noise, no maintenance. The requirement of planning permission will help to provide an appropriate housing mix and protect the character of areas. Controlling the concentration of HMOs is vital and the proposed changes will support a more robust and sustainable approach locally.
Resident	Support	Support proposals to limit the proportion of HMOs and restrictions on 'to let' boards'. Regent Street is made up of 30% of HMOs. Have had no problems with students in the street but would like to ensure a mix of housing.

Resident	Comment	Support Article 4 directive. Increase in HMOs has negatively impacted local area. Appreciate the value of students in Lancaster but it is unfair to take up streets. Create various issues e.g. waste, noise. Original features have often been replaced, sometimes in conservation areas which needs to be addressed. Majority of students are polite and friendly, but landlords do not maintain their properties.
City Councillor	Support	Support all three proposals. Scotforth west ward councillor so listened to lots of residents views on the high density of HMOs and issues caused by these e.g. noise, waste and parking. Restricting the use of 'to let' boards will also help to improve the character of areas.
Resident	Support	High density of HMOs without planning permission, stopping families buying properties and causing issues e.g. waste and parking. Letting boards devalue houses and discourage other families living in the areas.
Resident	Comment	Support proposal to restrict density of HMOs.
Resident	Support	Support Regulation 7 Direction proposal, particularly the removal of 'to let' boards which are unnecessary as most students will look online. Also support the proposal to request planning permission, although this should be district wide and disagree with the 10% in 100m limit. Student accommodation blocks are not the best solution.
Resident	Comment	Support the proposal to require planning permission. Live in John O'Gaunt ward and there seems to be an increasing high density of HMOs in Perth Street. Would want to move if there were more HMOs on street. Waste issues have increased. Support control of the character of the ward.
	Comment	Page 4 Policy D13 - No exceptions should be made to the 10% or more HMOs within a 100m radius.
Resident	Support	SPD 8.2 - Support the proposal to restrict 'to let' boards, in fact they should be banned for student housing.

Resident	Support	There is no need for 'to let' boards in the age of the internet. Support proposal to require planning permission, including 4 bed HMOs which has not been included in the proposed policy. Student renting is profitable and reduces the availability on non-student renting. Support the proposal to strengthen regulations on the conversion of houses to some sizes of HMOs, reduce 'to let' boards and would urge the council to go further in future.
Resident	Support	Support all three proposals. Section 8 - visual impact of 'to let' signs and refuse bins in Primrose area and along South Road is poor. The need to provide a license would help to control properties.
Resident	Support	Concerned about impact of HMOs in Allandale Gardens. Landlord for long term let in this area. Support the proposals but they don't go far enough. Suggest below is also required: DM13 should also apply to small HMOs and require a license, Article 4 should not be delayed to avoid a rush of conversions and this consultation provides notice of this, support Regulation 7 areas but should also include the Article 4 areas i.e. Marsh Ward, Scotforth East Ward, Skerton West Ward and Skerton East Ward.
Resident	Support	Support proposal to limit the density of HMOs and restriction of 'to let' signs. Live in Scotforth West which has a high number of HMOs. Support landlords having more responsibility for the external maintenance and cleanliness of their properties. Students do not pay tax for local services so landlords should be charged. Students do not get involved in local issues or the look of a street. Danger of creating 'student ghettos'.
Resident	Support	Support all three proposals. County Councillor for Lancaster East which includes most of the areas affected by the changes. Resident feedback suggests that the high density of HMOs changes the character of an area and impacts on community cohesion. HMOs also cause issues e.g. waste, noise and lack of maintenance. Supported purpose built accommodation to help with these issues. HMOs also impact on residents ability to rent and sell their properties. Hope proposals will help to meet the needs of families and young workers. 'To let' boards are a common complaint from residents. Pleased that the council is taking action in response to resident concerns.

Resident	Support	Support all three proposals. Hope that this will release affordable family homes and help with the sale of properties.
Resident	Support	Support all three proposals. Student accommodation in residential areas has reached a situation point and is negatively impacting local areas.
Resident	Support	Support all three proposals but would like to see retrospective enforcement against existing HMOs who do not meet the standards.
Resident	Comment	Live in freehold district of Lancaster. Students have never caused any problems but the lack of maintenance and emptiness for part of the year is an issue.
Resident	Support	Welcome the proposal. Have no problem with students but the 'to let' signs, lack of maintenance, loss of original features and waste are an issue.
Resident	Support	Support proposals.
Resident	Support	Support proposals. Enjoy having student neighbours but HMOs cause various issues e.g. waste and parking. Also support restrictions on 'to let' boards, ideally use of them should be banned.
Resident	Support	Strongly disagree with proposals. This would mean that if someone is finding it hard to live in a student area and were struggling to sell, they would no longer have the option to convert their house into a HMO. It would be fairer if 'new owners' could not convert houses into HMOs, but owners for at least 5 years could have the option to do so if they chose or current owners should be given 2 years notice. Support restriction of 'to let' boards, in fact they should be banned.
Resident	Support	John O'Gaunt Councillor - These issues are regularly raised by residents. The high density and the use of 'to let' boards are an issue. Need to work towards a mix of housing within our communities.
Resident	Comment	The proposals are well thought through to protect and enhance the range and level of accommodation for all those who live, work and study in Lancaster.

Member of Parliament, Lancaster and Fleetwood	Comment	Support the proposals which positively respond to the issues being raised by residents.
Resident	Comment	Support proposal on HMO restrictions. Purpose built student accommodation not resulting in HMOs returning to original state.
Resident	Support	The number of HMOs has increased in South Road. Noise issues tend to be at the start of the academic year and after exams finish. Support the proposed restrictions on 'to let' signs.
Resident	Comment	Students help to support local businesses and the general economy, however, HMOs have led to artificially high house prices. Purpose built student accommodation should mean that houses can be made available for other residents to choose to live in the city.
Resident	Comment	High density of HMOs has led to low availability of affordable homes for people on low incomes.
Resident	Comment	Mixing students and residents has led to anti-social behaviour and parking issues.
Resident	Comment	HMOs can cause waste, noise, parking and no maintenance issues.
Resident	Support	Support all three proposals. More control and scrutiny will deter sub-standard landlords.
Resident	Comment	No comment.
Resident	Support	HMOs can cause waste, noise and parking issues. 'To let' boards can impact the character of roads. The purpose built student accommodation should mean that affordable houses become more available for families.
Resident	Support	The purpose built student accommodation should mean that affordable houses become more available for families. Support proposed restrictions on 'to let' signs.
Resident	Support	Support all three proposals. A reduction in HMOs would make more houses available for other residents.
Resident	Support	Support all three proposals. HMOs should require planning permission and 'to let' boards should be restricted. Boards should be located on actual properties of in the windows only.

Resident	Support	Support Regulation 7 proposal, as prospective tenants will most likely be looking for accommodation online. Regulations should be put in place on the external appearance of all properties e.g. Bath bylaw fines building owners who do not maintain their properties. Article 4 should be carefully considered. Fines should be put in place for maintaining properties and anti-social behaviour issues. From experience, students are not a problem but sometimes other tenants can be.
Resident	Comment	The integration of students with local residential community is important, however, it should be managed by Universities not private landlords. Universities should encourage students not to use cars. Planning permission should only be given if there is co-operation between the University and Local Authority. Anti-social behaviour from students should be reported to the Universities, this should not be a problem for the Local Authorities to deal with alone. Other city universities seem to be more involved in supporting students to find suitable accommodation.
Resident	Support	Support all three proposals. Well done Lancaster City Council for finally addressing this problem. HMOs can impact on community cohesion and the high numbers of 'to let' boards look terrible. The council should make the universities know that they must take joint responsibility for the situation and be expected to help to fund the initiative.
Resident	Comment	Object to the proposed restrictions on HMOs. Purpose built student accommodation is the problem, social housing should be being built instead.
Resident	Comment	Concerned about HMOs, particularly when there is a shortage of housing for families. It is a good time to place restrictions on HMOs now purpose built student accommodation is in place. Regulations would discourage HMO conversions which take up family homes.
Resident	Support	Support the requirement of planning permission but think this should apply to all house sizes. HMOs can cause waste and parking issues. Support the proposal to restrict the use if 'to let' boards but feel that it should go further e.g. each agent should have one board on a street which lists all the houses they have to let on that particular street.

Resident	Comment	Long overdue.
Resident	Comment	Long overdue. HMOs can cause waste, parking, noise and no maintenance issues.
Resident	Comment	HMOs impact on community cohesion and can cause parking issues. The purpose built student accommodation should mean that houses are freed up for families but allowing them to be turned into HMOs means that this is not happening. HMOs do not provide the level of community charge to provide services.
Freelance Planner	Support	Help to address socio-economic concerns and environment/amenity issues via more effective regulation and strong enforcement measures. Fully support designation of Article 4 areas and use of Regulation 7 Directions.. Enforcement resources will be key to the success of DM13. Fully support Appendix A and B, although good practice examples would help. Could this approach be applied to HMOs elsewhere e.g. Morecambe?
Lancaster City Council Officer	Comment	Unsure how we can assess exceptional circumstances? Remaining residential properties may struggle to sell their properties for continued C3 use.
Resident	Comment	1.1 - Opening statement and student numbers is incorrect (web link provided). Other areas have HMO issues i.e. West End of Morecambe, Central and Bare areas. Students should start to transfer from terrace housing stock to 'purpose built' accommodation. Section 4.4 - scope of coverage should be extended to adjacent areas to avoid poor quality housing attracting minimum rent. 10% could create further clusters, a blended calculation may be better. Fully support the proposal to minimise impact of 'to let' boards. Query on students paying council tax.
	Support	Support restriction of 'to let' boards, do not think there is a need for them at all as most people look for housing online. High number of HMOs/students has led to no sense of community. Set up Lancaster City Centre Residents Association as didn't know neighbours/long term residents. Assume nothing can be done about current HMOs. Would appreciate if the council could put something in place to encourage/enforce landlords to maintain their properties. Need to protect Lancaster's heritage.

Resident	Support	Fully support all three proposals. Huge growth in HMOs has had a profound and largely negative impact on demographics and community cohesion. Anti-social behaviour, waste, parking, lack of maintenance issues create community tension. Also that students don't pay council tax. HMO areas are driving down the availability and desirability of city centre family homes.
Coal Authority	No comment	No comment.
	Support	University success has led to more students than available campus accommodation, as a result there has been an increase in HMOs and rents have become unaffordable for many families in need. Purpose built student accommodation rents need to be lower to encourage HMO owners to reduce rents or return homes to origin state. Councils will need to regularly inspect homes to maintain the proposed 10%. Existing landlords should also be required to meet the proposed standards. What action has been taken/will be taken to tackle the antisocial behaviour issues? Support the proposed restrictions on 'to let' signs.
	Comment	Suggested that the Norwich Stirling eco social homes approach should be considered (web link provided).
Environment Agency	Comment	Support the content of draft DPD and have made some comments on flood risk. Section 7 Living Conditions - would like to see provision to ensure increase in occupancy doesn't result in flood risk. Do not support ground floor sleeping accommodation in Flood Zone 3 and would not support if no open internal access to first floor. Suggested text for inclusion. Support designation of Article 4 as an opportunity to ensure that flood risk is not increased.



Green Door Lets	Qualified Support	HMO landlord - high concentration of undergraduates in the residential streets should be regulated, rather than the housing. HMOs offer housing for lots of other people e.g. some people want to downsize and HMOs offer this, affordable rent and company. Should specify what cupboard/fridge/freezer space is required per person, rather than limiting to 3 people. Needs to be in line with NPPF Section 5:61. Sections 20:41 and 20:42 are also relevant in terms of vulnerable people. Preference would be to allow 'for sale' boards but ban 'to let' boards (allow in window).
	Support	Fully support all three proposals. High concentration of HMOs in Coulston Road. No problems with students themselves but high density has led to low sense of community, lack of maintenance, noise, waste and parking issues. Other residents have difficulty in selling properties. Welcome proposed restrictions on 'to let' boards.
	Comment	Should clearly state the maximum size of signage allowed and penalties which will be imposed. Have suggested an interim approach to officers but unpopular. There should be a dedicated enforcement officer for this.
Resident	Support	Support proposal to restrict 'to let' boards, particularly in the Moorlands area. Positive about young people but need a balance to help to build a diverse and vibrant community. The Moorlands Community Group would like to revive community spirit, events have had to be postponed but a support leaflet has been distributed.
Lancaster City Centre Residents Association	Support	Lancaster City Centre Residents Association broadly support the proposal on restricting HMOs. Need to maintain a housing mix and ensure sufficient availability of affordable family homes. Minimum standards should be set for HMOs and regulated through council licensing. Question whether 'to let' boards are necessary when most look online. A detailed housing needs assessment on the type and sustainability of existing and future student accommodation needs and competency of providers is required. Support proposal to restrict 'to let' boards - should be required to remove after 2 weeks. Strongly recommend the examination of the use of council housing and other powers to tackle poor landlord management and the resulting environmental and antisocial behaviour problems.

Lancaster University Students Union	Comment	Lancaster University Students Union objects to the proposed introduction of Article 4 - suggest evidence is inadequate or incomplete. Restrictions in the number of HMOs would led to increased rents and reduced supply. Policy DM13 in the Local Plan already provides a way to control the number of HMOs. This policy should be reviewed in 12 months before Article 4 is considered. Granting flexible Class C3/C4 planning permissions in should be considered as an alternative. Student overwhelmingly find accommodation on line. It may be beneficial to restrict To Let signs across the district.
Lancaster University	Support	Lancaster University supports the proposal to improve HMO standards. 'Lancaster University Homes' ensures that existing HMOs meet current standards. The proposal was formally adopted in December 2019 and the standard will be updated following the outcome of this consultation and decision on proposed Article 4 and Regulation 7. Some students will always prefer to live in HMOs, therefore demand is likely to remain high, especially as this is affordable. However, a reduction in HMOs could cause rents to rise, which could impact on other rents. Concerned that proposals will put off landlords applying for the accreditation scheme. If restrictions are put in place, HMOs may be created in other neighbourhood's. Students support and boost the local economy. HMOs are also used by young professionals. If graduates can't find accommodation, it is unlikely they will stay post-university. Suggest the 10% threshold is flexible. Support the proposal to restrict 'to let' boards. Would like to meet with officers to discuss these proposals.
	Comment	Several specific questions about HMOs and new/continuing licenses.
Resident	Comment	Oppose purpose built student accommodation blocks. Students living in residential areas support the local economy.
Natural England	No comment	Natural England do not wish to comment because the supplementary planning document is not impact on the natural environment.

Lancaster Civic Society	Comment	Lancaster Civic Society support the proposal to restrict the number of HMOs. Categories of tenants should be omitted, west end tenants cannot be compared with South Lancaster. The Council should monitor and register the HMOs to provide exact figures. Standards for fire safety and overcrowded need to be considered. A clearer definition of HMOs should be provided. Should be creating 'good healthy communities', including students and academics. Should consider need for including family accommodation, student accommodation, rehabilitation accommodation for the homeless, single, retirement and downsize accommodation. Commend the use of proposed local legislation to achieve these ends, but expect such legislative policy to be informed by such statements of responsibility.
	Support	Support all three proposals, limiting the numbers will hopefully have some impact but fails to address issue of letting agencies buying up everything. Have experience of living next to and near student HMOs, as a result have moved out of the city centre. Lots of issues, original features list, parking, noise, litter, 'to let' signs.
	Support	Support all three proposals but not sure they go far enough. Concerned about HMOs in Allandale Gardens (landlord with long term tenants). DM13 should also apply to small HMOs and they should require a license. Article 4 should not be delayed, too much notice will mean C3 to C4 conversions will be created before planning permission is required. Hope something can be done about work in progress too. Regulation 7 should be applied to all Article 4 areas including Marsh Ward, Scotforth East Ward, Skerton West Ward and Skerton East Ward.
Lancaster Vision	Support	Lancaster Vision strongly supports all three proposals.
Lancaster Labour Party	Comment	Covering email for resident responses collected by Lancaster Labour Party.
Resident	Comment	No comment.
Resident	Comment	Too much saturation of housing and dodgy landlords/letting agencies.

Resident	Comment	Too many HMOs in Bowerham/Scotforth, causing waste issues. Purpose built accommodation should release houses for first time buyers.
Resident	Comment	Appreciate benefits that student bring but now purpose-built accommodation is available, houses should be released for others. Support restrictions on 'to let' boards that are an eye sore.
Resident	Comment	Should keep houses for residents and young people starting out.
Resident	Support	Support all three proposals. No need for student HMOs now purpose built accommodation is available.

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Welfare and Community - Lancaster University's Students Union	Comment (suggest sign control should cover the whole district)	Overall, welcome the improvements for housing across the city. Responses are informed by various surveys. Para 1.1. Student HMOs do not contribute to 'seasonal depopulation'. Unsure that the proposals would help with 'poor condition accommodation' and current accreditation and licensing can help with this. Students add to and improve our vibrant community. Purpose built student accommodation had highlighted student accommodation to local residents. The majority of students live in small HMOs and choose these for various reasons. HMOs provide an affordable option for students, many cannot afford the purpose built accommodation. It is important that proposals do not increase rent or reduce choice for students as this can affect grades, wellbeing and experience. Need to be clear why 10% HMO is an imbalance in communities. Para 5.2. How will the impact on character of a building or area be measured? Para 7.14. Noise - the majority of students have not been involved in a complaint related to the council's environmental health team. Refuse, Recycling and bicycle storage - the majority of students did not have issues accessing these. Individual bike stores seems excessive for new HMOs. Car parking - students did not have an opinion on this or said there was adequate parking available. Families can also have multiple cars, parking issues are also caused by hospital users. Behaviour change to reduce carbon footprints should be considered. Para 2.11. HMOs have different impacts on the community depending in their size and tenants. Section 4 - Poor upkeep - students expect a high standard of maintenance, although the turnover of occupants impacts on this. The condition of housing will be more influenced by the Homes Act 2018 and licensing or accreditation schemes than planning permission. Rents - Do not believe HMOs are the cause of rent increases. Do not support how 'students HMOs' are referred to in documents. Not confident that proposals will tackle issues raised. Would like to work in partnership on this. Students support the proposed restrictions on 'to let' boards. Suggest that this should be applied across the whole district.
Kendal Resident	Comment	Concerned that class C3 properties could be used for 'Air 'B'n'B' type lettings.

Homes England	No comment	Homes England does not have any land holdings affected by the consultation and has therefore not commented.
	Support	Broadly support all three proposals. Essential to maintain a housing mix. HMOs are changing the character of the city and need to ensure affordable family homes are available. Support proposals on restricting the use of 'to let' signs. Council needs to explore powers to tackle poor landlord management and environmental problems.
City Councillor	Comment	Concern re saleability in Regent Street.
The Planning Station - a town and country planning and development consultancy	Comment	Bedroom floor areas seem excessively large. May led to configurations to get around this, which may lower standards incurring unnecessary costs and use of valuable resources.
Lancaster City Council Officer	Comment	Request to consider changing the restriction of To Let signs to include St Georges Quay, Willow Lane and Marsh Ward as these areas have increasing amounts of HMOs.

## Appendix B: Publicity Methods

Methods	Main consideration
<b>Documents made available for inspection</b>	This is a minimum requirement as set out in the Regulations. Relevant documents will be made available for inspection during consultation period at the Council's offices in the Lancaster and Morecambe Town Hall and libraries in the Lancaster District. Public access to these documents is available via PCs in the reception areas
<b>Website</b>	Each consultation stage will feature prominently on the homepage of the council's consultation <sup>1</sup> and planning policy webpages. This will link directly to information on document production, providing access to the consultation material and advice on how and when comments can be made. Articles providing updates on plan production, which may include consultation and engagement opportunities, may be published in the Council's online news section periodically but it will not be solely relied upon as a means of communication.
<b>Adverts/public notices</b>	Notices will be placed in a local newspaper advertising consultation and engagement opportunities, where appropriate. Statutory requirements to publish notices advertising certain planning applications
<b>Mailing List – Email / Letter</b>	The Council operates a database of individuals and organisations that have expressed an interest in the plan-making process, have previously been actively involved in policy development or are statutory consultees. Those who wish to be involved will be directly notified at each stage either through email or letter of opportunities to comment. Those who are interested in planning policy development and wish to be notified can be included on the Council's mailing list at any time <sup>2</sup>
<b>Press release</b>	To be undertaken in accordance with the Council's media team, Media briefings/press releases will be issued to local media. Although items may only be reported if they are considered newsworthy by the newspaper editors, therefore publication is not guaranteed.
<b>Parish and Town Council and Community Group publications</b>	These types of publications are distributed to local residents at least quarterly. The Council will work with relevant organisations to utilise these publications to notify residents of consultation and engagement opportunities, where possible. Consideration will need to be given to the timing of the consultation, and the timing and circulation of any publications outside the Council's control.
<b>Posters</b>	Posters may be sent to relevant Parish and Town Councils and libraries to be displayed on notice boards to raise awareness of any

<sup>1</sup> [www.lancaster.gov.uk/consultation](http://www.lancaster.gov.uk/consultation)

<sup>2</sup> [www.lancaster.gov.uk/ppc](http://www.lancaster.gov.uk/ppc)

Methods	Main consideration
	public consultation and engagement opportunities. Posters may also be displayed in other appropriate locations across the District.
<b>Leaflets</b>	Leaflets may be used to gain wider public awareness of a consultation or engagement opportunity, for example leaflets may be distributed at key attractors/destinations such as train stations and local schools.
<b>Social Media</b>	Media such as Twitter and Facebook will be used to highlight public consultations on planning policy documents with direct links to the Council's website and information on how to comment, and any engagement events. Such messages may be retweeted periodically throughout the consultation period <sup>3</sup> . However, comments will not be accepted via social media.
<b>Events</b>	Such events may include drop-in sessions, public exhibitions and/or targeted workshops. Parish and Town Council meetings will be utilised where possible. The type of event undertaken will be dependent on a number of factors, including the consultation stage, and time and resource constraints. Careful consideration will be given to the timing, venue and format of events to ensure accessibility and inclusivity.
<b>Key stakeholder Groups</b>	We will liaise with key stakeholder groups at key stages in the plan making process, to discuss issues and keep them informed of progress.
<b>Questionnaires / surveys</b>	Questionnaires / surveys may be used to focus comments and to help ensure that feedback relates to issues that are within the scope of the document being consulted upon.

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<sup>3</sup> twitter@lancastercc



**TOWN AND COUNTRY PLANNING ACT 1990**  
**TOWN AND COUNTRY PLANNING (CONTROL OF ADVERTISEMENTS)**  
**(ENGLAND) REGULATIONS 2007**  
**REGULATION 7: DIRECTION RESTRICTING DEEMED CONSENT**

The Secretary of State for Housing, Communities and Local Government ('the Secretary of State') is satisfied, upon a proposal made to him by Lancaster City Council, as the local planning authority, that the display of letting boards relating to residential property as specified in Class 3A of Schedule 3, Part 1, to the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (the 'Regulations') should not be undertaken without express consent in parts of the Lancaster City Council.

The Direction would cover the following areas in the City of Lancaster, as shown on the attached maps, namely:

- Bulk
- Castle
- John O' Gaunt
- Marsh
- Scotforth East
- Scotforth West

The proposal has been the subject of a site visit, having been publicly advertised.

The areas to be included in the Direction are specified in the Schedule to this Direction.

This Direction shall have effect for a period of five years from the date on which it comes into force in accordance with the provisions of the Regulations.

Schedule

This Direction relates to the display of letting boards relating to residential property as specified under Class 3A of Part 1 of Schedule 3 to the Regulations in the following areas in the City of Lancaster, namely:

- Bulk
- Castle
- John O' Gaunt
- Marsh
- Scotforth East
- Scotforth West

The reasons for the Secretary of State's decision are set out in his letter of 29 April 2021 to the Council, a copy of which is attached.

*Dave Moseley*

**Dave Moseley**  
**Senior Planning Casework Manager**

Ministry of Housing, Communities and Local Government  
Authorised by the Secretary of State to sign on that behalf

DATE: 29 April 2021

**CABINET**

## Adoption of Conservation Area Appraisals for and boundary changes to Over Kellet, Whittington and Yealand Conyers & Redmayne Conservation Areas

**16 September 2025**

### Report of Chief Officer – Planning and Climate Change

PURPOSE OF REPORT			
(i)	To approve the adoption of the draft Conservation Area Appraisals for Over Kellet, Whittington and Yealand Conyers & Redmayne; and		
(ii)	To approve the proposed extensions to the current conservation area boundaries of these three settlements.		
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input checked="" type="checkbox"/> <b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	N/A		
<b>This report is public</b>			

#### RECOMMENDATIONS OF COUNCILLOR SUE TYLDESLEY

- (1) To approve the adoption of the draft Conservation Area Appraisals for Over Kellet, Whittington and Yealand Conyers & Redmayne; and
- (2) To approve the proposed extensions to the current conservation area boundaries in these three settlements.

#### 1.0 Introduction

##### What is a Conservation Area?

- 1.1 The first conservation areas were designated in 1967 under the Civic Amenities Act, and there are now nearly 10,000 in England.
- 1.2 Conservation areas are defined as 'areas of special architectural or historic interest, the character or appearance of which is desirable to preserve or enhance' and are protected under the *Planning (Listed Buildings and Conservation Areas) Act 1990* (s.69).
- 1.3 The effects of designation include restricted permitted development rights, control over the demolition of unlisted buildings, ensuring that any development preserves or enhances the character or appearance of the area, and formal notice being given to the LPA before works to trees are carried out.
- 1.4 Conservation areas are classed a 'designated heritage assets' under the terms of the *National Planning Policy Framework* (NPPF).

- 1.5 Lancaster City Council has 38 Conservation Areas, many of which have been designated for very different architectural and historic interests. Many rural conservation areas within the district are characterised by their vernacular building construction, such as these settlements.

What is a Conservation Area Appraisal?

- 1.6 The purpose of an appraisal is to set out what defines the special interest of the conservation area that merits its designation and to describe and evaluate the contribution made by the different features of its character and appearance. An appraisal can help to ensure that the future management of the conservation area is informed by an understanding of its significance, its positive features and the risks to the area's character.

- 1.7 Government Planning Practice Guidance (PPG) and Historic England make it clear that CAAs are the starting point for actively managing these significant parts of the historic environment.

*"A good appraisal will consider what features make a positive or negative contribution to the significance of the conservation area, thereby identifying opportunities for beneficial change or the need for planning protection." (Historic Environment PPG, Paragraph 25).*

- 1.8 Part of this process involves reviewing the conservation area. Section 69(2) of *Planning (Listed Buildings and Conservation Areas) Act 1990* states that local planning authorities have a duty "from time to time to...determine whether any parts or further parts of their area should be designated as conservation areas..." Ideally, this would happen every five years.

Conservation Area Assessments

- 1.9 Over Kellet Conservation Area was designated in 1973, with Whittington and Yealand Conyers & Redmayne in 1981. They have never had a Conservation Area Appraisal (CAA). However, they do have *conservation area assessments*. A series of assessments were produced during 2019 and 2020 for those conservation areas without an appraisal. These assessments provide a very helpful summary of the area's special interest, highlight the area's important buildings and features, and provide a boundary map.
- 1.10 This means that there are no longer any conservation areas within the district without formal recognition of the reasons for their designation. However, a CAA looks in greater detail at what gives the area its special character as well as at the risks to that character. Appraisals will usually include a boundary review too. Formally adopted CAAs are a material consideration in decisions affecting the area and can be used to inform robust planning decisions.
- 1.11 The intention is to ensure that every conservation area in the district has an up-to-date CAA. The order in which these are produced has been, and will continue to be, based on those areas where development pressures are greatest or on their condition.
- 1.12 The local planning authority are currently consulting on a draft appraisal for Heysham Conservation Area and a draft appraisal for Williamson Park Conservation Area has been recently completed and will shortly be presented to the Local Plan Review Group (LPRG), to seek their endorsement to take it out to public consultation. A draft CAA for Greaves Road Conservation Area is currently being prepared. Draft CAAs for Westfield War Memorial Village, Wennington and Gressingham will follow.

## 2.0 Proposal Details

2.1 There are two proposals to consider, namely:

**Proposal A:** To adopt the draft conservation area appraisals for Over Kellet, Whittington and Yealand Conyers & Redmayne; and

**Proposal B:** To approve the proposed boundary extensions to the three conservation areas.

## 3.0 Proposal A – Adoption of Conservation Area Appraisals

3.1 The draft CAAs (Appendices 1-3) set out what gives the areas their special character as well as identifying the risks to that character. For ease of reference, each CAA includes a summary of special interest as well as a Townscape Appraisal Map which illustrates the important character features, including the listed and positive buildings, key views and positive open spaces and tree groups.

### Over Kellet

3.2 The village sits within the civil parish of Over Kellet. The current conservation area boundary takes in the historic core of the village which is centred around the diamond-shaped village green. However, the village is also formed of smaller cores, making it a ‘poly-focal’ settlement, which is dispersed in character.

3.3 The designated area includes the area to the east of the Green, up Cockle Hill (Kirkby Lonsdale Road); the Top Green. To the west of the Green, is another group around Hall Farm. Between each of these areas are open fields which connect the village to the surrounding countryside and provide another visual link to its agrarian heritage.

3.4 To its south, the boundary extends as far as the group around the old school building, but does not take in the village’s medieval church, St Cuthbert’s, or Kirk House Farm.

3.5 The northern edge extends as far as what was until recently the built limit of the village. However, a new housing development, Kellet Green, has been built just outside this boundary.

3.6 Its summary of special interest has been defined as follows:

- A nucleated settlement of medieval origins around a village green, with a series of smaller core settlements which together form this ‘poly-focal’ settlement. The open land surrounding and penetrating between these cores is a vital component;
- Located on the north side of Kellet Seeds hill, on undulating land, long-distance views towards Morecambe Bay, Arnsdale & Silverdale National Landscape, the Yorkshire Dales and the Lake District are provided by the gaps between the core settlements;
- Evidence of a gated village green during the C14, to provide protection during times of unrest;
- A number of “rewarding C17 and C18 houses”, most with dated lintel stones and many retain their chamfered and mullioned windows;
- The village retains its agricultural character with a large number of traditional farm buildings, including farmhouses with attached barns;

- Prevalent use of locally quarried building stone (Millstone Grit and limestone) for walling and boundary walls, occasionally for roof slates;
- A number of interesting elements of the streetscene, including the Village Cross, War Memorial (with another in the churchyard), water pump and water trough, close to the site of the village well;
- A fine early C19 country house, Hall Garth, set in parkland containing some fine mature trees and providing a focal point for the village. The work of Lancaster architect, William Coulthart (1787-1833) (previously attributed to George Webster);
- Other architects whose work appears in the village include Joseph Bintley of Kendal and Joseph Parkinson of Lancaster; and
- Historical associations with the Pilgrimage of Grace, the early Quaker movement (George Fox and Robert Withers), the Booker family (of the Booker literary prize) and William Farrer (editor of the Victoria County History Lancashire volumes).

### Whittington

- 3.7 The village of Whittington sits within the civil parish of Whittington, whose northern boundary forms the county boundary with Cumbria, and its eastern boundary the River Lune. The conservation area forms a T-shape and the settlement is nucleated along its two main streets in a sinuous linear arrangement.
- 3.8 Main Street has a fine grain with many of the buildings fronting immediately onto the highway. The houses on Church Street are more dispersed. The conservation area takes in the whole village settlement, as well as Whittington Hall and some of its estate, including South Lodge. The estate forms a large proportion of the western half of the conservation area.
- 3.9 Its summary of special interest has been defined as follows:

- A sinuous linear development of farms and cottages in a low-lying area of the Lune Valley, its rural setting provided by surrounding open fields and the adjacent parkland of the Whittington Hall estate;
- Small irregular fields of 'Ancient Enclosure' to the north and east of Whittington. Narrow field strips can be found to the east of Main Street, indicating the location of former common fields;
- A village of pre-conquest origins with the remains of a Norman motte and bailey castle (scheduled monument), one of a chain of castles built along the Lune Valley, with a Norman and later church erected on the bailey;
- A large number of farmhouses dating from the Great Rebuilding of the later 1600s, many with dated lintel stones;
- Characterised by the prevalent use of local Millstone Grit for buildings and boundary walls, with slate roofing;
- A fine large Georgian Old Rectory, built in 1728, with possible earlier elements to the rear;
- A large Jacobethan country house, Whittington Hall (grade II\*), by Kendal architect George Webster, set in extensive parkland, with lodges and other estate buildings forming part of the Conservation Area;
- A number of buildings by Lancaster architects Paley & Austin, including the fine former School and School House on Main Street (1875);

**Historical associations:**

- Rev. William Carus Wilson, former rector of Whittington (1825-34) and energetic founder of charity schools for girls who established the Whittington School for Training Servants and Teachers in 1820. Four years later he founded the Clergy Daughters' School in Cowan Bridge which the Brontë sisters famously attended. Both schools later removed to Casterton. He and the school are thought to have inspired Lowood and its headmaster, Mr Brocklehurst, from *Jane Eyre* (1847);
- Thomas Green, builder of the present Whittington Hall, former MP for Lancaster, High Sheriff of Lancashire, Constable of Lancaster Castle and superintended the completion of Charles Barry's new Palace of Westminster; and
- William Sturgeon, electrical pioneer and inventor of the electro-magnetic motor; an essential component of most of our heavily relied upon electrical devices, was born in Whittington.

Yealand Conyers & Redmayne

- 3.10 The conservation area is formed of two villages within The Yealands Civil Parish: Yealand Redmayne to the north and Yealand Conyers to the south, forming a distinctive linear settlement. Whilst they are both nucleated, Yealand Conyers is more dispersed and poly-focal.
- 3.11 The two villages run along the eastern side of a wooded limestone ridge. The western boundary does not extend as far as the ridge, though it does take in some of the wooded slopes. The eastern boundary of the conservation area takes in agricultural land which, within Yealand Redmayne in particular, is characterised by narrow strips of farmland.
- 3.12 Its summary of special interest has been defined as follows:

- A distinctive linear settlement comprising two villages separated by open fields. Both nucleated, though Yealand Conyers is more dispersed, and poly-focal. The open land (parkland and pasture) surrounding and penetrating between these cores is a vital component, as is the contribution of the trees to its setting;
- Located on the eastern side of a limestone ridge within Arncliffe and Silverdale National Landscape, there are long-distance views towards the Lake District, the Yorkshire Dales National Park and The Forest of Bowland provided by the gaps between the core settlements. This is especially the case in the elevated parts of the conservation area;
- Clearly defined field strips remain, overlooked by the Silverdale Road properties in Yealand Redmayne;
- Dating from at least the medieval period, the two villages retain their agricultural character, Yealand Redmayne especially, with a large number of traditional farm buildings, including farmhouses with attached barns. Yealand Redmayne includes an impressive cluster of C17 farmhouses;
- Characterised by the prevalent use of local limestone for buildings and boundary walls, with slate roofing;
- Yealand Conyers contains a number of grand houses and churches by/attribution to notable architects including the Websters (George and Francis) and Edward Graham Paley;
- Nearby Leighton Hall was a Catholic stronghold during the period of persecution, and priests were regularly hidden there. A Catholic mission was established in Yealand Conyers in 1782, followed by the building of E.G. Paley's St Mary's in 1852, which remained the only Catholic church in the area until 1926 (Carnforth);

- A key association with the early Quaker movement, as the home of Richard Hubberthorne, one of the Valiant Sixty. Yealand Conyers contains a very early purpose-built meeting house (1692, grade II\*), and the earliest in Lancashire. The setting of the Meeting House and burial ground are particularly attractive;
- Evidence of an early C19 flax industry (dressing, spinning and weaving) in Yealand Conyers where a former small mill building and weavers' cottages can be found; and
- Historical associations with the Gillows family, the Lancaster Rawlinson family, the Waithman family (and John Kendrew), Elizabeth Gaskell, Elfrida Vipont and Sir Fitzroy Mclean.

#### Risks to character

3.13 These villages share common risks to their character. These include some of the following issues:

- C20 expansion with development which has not always responded well to the local vernacular, and which tends to be uniform in its construction. Any new development within the conservation area needs to take account of how the village has developed and of its local built tradition and character.
- It is important that development pressure does not erode a village's special dispersed character and setting. The open land surrounding and penetrating between the cores is a vital component of the character of the poly-focal settlements especially.
- The loss of original windows and doors in traditional buildings, and their replacement with unsympathetic alternatives, often in uPVC which appear much heavier in appearance (and with unconvincing glazing bars), and of the wrong proportions, has eroded the appearance and character of the conservation areas to a degree. Owners need to be made aware of the relevant guidance available, including the Council's *Planning Advice Note 14: Traditional Sash Windows*.
- Accretions to the principal elevations, of items such as satellite dishes, do not appear to be a major issue in these conservation areas, though there are some dishes which are highly visible and detract from the character of the historic environment.

#### **4.0 Proposal B – Approval of Boundary Extensions to all three Conservation Areas**

4.1 If approval is given for the boundary changes, then the next steps will involve notifying the Secretary of State and Historic England. Local planning authorities are also required to publicise conservation area designations by placing a notice in the London Gazette and in a local newspaper.

4.2 In addition, officers propose to notify those property/landowners affected. The designation must also be registered as a local land charge so that future purchasers are made aware of its existence.

#### Over Kellet

4.3 It is proposed to extend the conservation area boundary to include Bay Croft Field, on the north side of Cockle Hill. This would connect the two parts of the conservation area which are currently detached. The inclusion of the Methodist Cemetery, a significant space in terms of the village's historic narrative as well as well as providing a peaceful green space. Unfortunately, the adjacent new development has



encroached and is visible between gaps in the boundary planting to its east. However, it is important to ensure that its setting is not further eroded.

- 4.4 It is further proposed to include the field opposite the Old School House, to the south east of Court House, on Nether Kellet Road. Until recently, this steep slope had long been used for grazing sheep. This field is considered to contribute to the dispersed spatial character of this conservation area, forming part of its rural setting, and, as such, should be included within the boundary.
- 4.5 To the south of the village centre is the village church of St Cuthbert's and Kirk House Farm. The open land between these listed buildings and the conservation area boundary provides an important component of the setting of all these designated heritage assets. Bringing the village church and this land within the boundary of the conservation area would seem the natural thing to do. The line of the suggested western boundary follows the line of the old route of the Nether Kellet Road, now a track, which passed to the west of the church until the early C19. These suggested boundary changes can be seen on the map in Appendix B of the CAA.

#### Whittington

- 4.6 It is recommended that the conservation area boundary be extended to the east to take in the gardens on the eastern side of Main Street (see Appendices A and B in the CAA). It is unusual to see a boundary cut through properties in this way. Further, many of the property boundaries still reflect the old field strip boundaries, which were identified through the Lancashire Historic Landscape Characterisation programme as 'Ancient Enclosure'. These narrow field strips indicate the location of former common fields, provided close to the village on the low fertile ground. These small irregular former fields form part of the village's historical narrative as well as providing the setting these C17-C19 houses and cottages, and the conservation area.
- 4.7 In addition, it is proposed to include the open area between Low Hall Farm and the start of the built development of Main Street. This open land provides key views across rolling hills towards the Yorkshire Dales National Park, and forms part of the rural setting of this conservation area.

#### Yealand Conyers & Redmayne

- 4.8 It is proposed to leave the existing conservation area boundary largely unaltered other than the addition of the area of open land to the east of St John's Church; the area bounded by Rose Acre Lane, Church Lane, Dykes Lane and the A6 (see Appendix A - TAM 2 -Yealand Conyers (North) & Appendix B of the CAA).
- 4.9 Currently, the buildings within this area are included, but not the surrounding open green areas. This is unlike the eastern boundary in the other parts of the conservation area, since for the rest of its length there is a green buffer between the buildings and the boundary. The area proposed for inclusion acts as important setting for the conservation area, as well as the significant group of listed buildings within that area. The view from the A6 is of a pleasing rural group and, importantly, is one of the few views into the conservation area. However, the views across this open land from within the conservation area towards the designated heritage assets and the expansive long-distance views of The Forest of Bowland, the Yorkshire Dales and the Lake District are also important.

### **5.0 Details of Consultation**

- 5.1 All three draft CAAs have been out to public consultation, following the endorsement of the Local Plan Review Group (LPRG). LPRG was also advised on the outcomes of each public consultation and their endorsement given to take the final drafts to Cabinet for adoption and approval of the boundary changes.

- 5.2 The draft CAAs were made available to the public on the Council's website, together with an online response form, which many chose to use. They included two questions which the respondents could choose to answer, as follows:
- ***Do you have any comments to make on the draft Conservation Area Appraisal? If yes, please specify the page number to which your comments relate.***
  - ***Do you agree that the conservation area boundary should be extended, as set out in the conservation area appraisal? If you disagree, please provide the reasons.***

- 5.3 Hardcopies of the CAAs were also placed in venues within the settlements for the duration of the consultation periods.

Over Kellet

- 5.4 The draft Over Kellet CAA with the proposed boundary changes was taken out to public consultation for a period of 6 weeks, from 2 December 2024 until 20 January 2025.
- 5.5 A good number of responses was received (36). These representations have been tabulated and considered, with a Council response provided alongside (Appendix 4).
- Council response and conclusions
- 5.6 There was a majority support for the boundary additions. These came mainly from property owners already within the conservation area, and the Parish Council, though St Cuthbert's Church were very welcoming of the proposal to be included since they recognise the historical significance of the church and very much consider themselves to be at the heart of the community.
- 5.7 Responses were received from nine people not in favour of the proposed boundary extensions. A number of these relate to Bay Croft Field. However, it is worth noting that a planning appeal decision was issued for an application for a single residential dwelling (Planning Application Reference 24/00275/FUL) in November 2024 which was refused by the City Council in 2024.
- 5.8 The field forms a distinct gap in the built development and separates two areas which make up the designated CA currently. The Planning Inspector noted that its dispersed spatial character is a typical aspect of the CA, with gaps between groups of buildings allowing views to and from the surrounding countryside. The Inspector also commented that the site is a particularly good example of this characteristic.
- 5.9 It was concluded by the LPA and the Planning Inspector that the proposed development would adversely affect the character and appearance of the site and surrounding area, including the setting of the Conservation Area and adjacent listed buildings. The appeal was therefore dismissed.
- 5.10 This is evidently a sensitive site but any future applications on this field, and on the other areas proposed for inclusion, would need to be decided on their own merits.
- 5.11 One respondent has asked whether consideration is given to those who may lose out financially by designating privately owned land in this way.
- 5.12 LPAs have a duty under the *Planning (Listed Buildings and Conservation Areas) Act 1990*, "from time to time" to review past designations and determine whether further parts should be designated; and if they so determine, they shall designate those parts accordingly. (S69 (2)).

- 5.13 Conservation area designation does not seek to prevent change but to manage change in a way that conserves and enhances the character and appearance of historic areas.
- 5.14 It was pointed out that the basemap used was inaccurate since it did not show the new development of 55 houses on Capernwray Road nor the new houses on Cocklehill Weind (outside the conservation area). The Council's GIS Officer addressed this and updated the basemap. All the CAA mapping was updated accordingly.
- 5.15 An additional area was put forward for inclusion; a small field opposite the Old School House on Nether Kellet Road. Officers agreed that it ought to be included and went out to consultation again from 14 February to 28 March 2025.
- 5.16 To this consultation, the local planning authority received ten responses, five in support of the boundary changes, and four against (Appendix 4).
- 5.17 Three of the objectors are landowners within those areas proposed for inclusion. All of whom feel that it is unnecessary and may prevent future reasonable flexibility over their land use.
- 5.18 It is considered that these areas contribute to the noted dispersed spatial character of this conservation area and form part of its rural setting. Nevertheless, inclusion within a conservation area does not preclude development. It simply means that change is managed more sensitively, in a way that conserves and enhances the character and appearance of historic areas.

#### Whittington

- 5.19 The draft Whittington CAA with the proposed boundary changes was taken out to public consultation for a period of six weeks, from 11 April to 30 May 2025.
- 5.20 The local planning authority received three responses which included one show of support for the boundary extension, and no objections to it. These representations have been tabulated and considered, with a Council response provided alongside (Appendix 4).

#### Yealand Conyers & Redmayne

- 5.21 The Draft Yealand Conyers and Redmayne CAA underwent its public consultation, for a period of six weeks, from 21 February to 4 April 2025.
- 5.22 Five responses were received, three in support of the boundary changes, and one against. These representations have been tabulated and considered, with a Council response provided alongside (Appendix 4).
- 5.23 One of the letters of support was from the Arnside & Silverdale National Landscape, who commented fully endorsed the draft appraisal and agreed that the reasoning behind the proposed boundary extension is sound.
- 5.24 The Parish Council raised concerns that the draft CAA is very detailed and may be used to prevent change.
- 5.25 Conservation area designation does not preclude development. However, it does mean that change is managed more sensitively, in a way that conserves and enhances the character and appearance of historic areas. This starts with a proper understanding of the area's significance.

## 6.0 Options and Options Analysis (including risk assessment)

	<b>Option 1:</b> To adopt the CAAs and approve the boundary changes	<b>Option 2:</b> Not to adopt the CAAs or approve the boundary changes	<b>Option 3:</b> To adopt the CAAs without the boundary changes (this would involve amending the CAAs)
<b>Advantages</b>	<p>Their adoption would be in accordance with national planning guidance (Government Planning Practice Guidance (PPG) and Historic England) which makes it clear that CAAs are the starting point for actively managing these significant parts of the historic environment.</p> <p>The CAAs would form part of the evidence base of the district's Local Plan.</p> <p>The <i>National Planning Policy Framework</i> (2024) (paragraph 203) states that "Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay and other threats. This strategy should take into account:</p> <ul style="list-style-type: none"> <li>a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation;</li> <li>b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;</li> <li>c) the desirability of new development making a positive contribution to local character and distinctiveness; and</li> <li>d) opportunities to draw on the contribution made by the historic environment to the character of a place.</li> </ul>	None known.	<p>Their adoption would be in accordance with national planning guidance (Government Planning Practice Guidance (PPG) and Historic England) which makes it clear that CAAs are the starting point for actively managing these significant parts of the historic environment.</p> <p>The <i>National Planning Policy Framework</i> (2024) (paragraph 203) states that "Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay and other threats. This strategy should take into account:</p> <ul style="list-style-type: none"> <li>a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation;</li> <li>b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;</li> <li>c) the desirability of new development making a positive contribution to local character and distinctiveness; and</li> <li>d) opportunities to draw on the contribution made by the historic environment to the character of a place.</li> </ul> <p>The CAAs would assist and guide the Development Management Team and</p>

	<p>By approving the boundary changes, the council would be fulfilling its duties under Section 69(2) of <i>Planning (Listed Buildings and Conservation Areas) Act 1990</i> which states that local planning authorities have a duty “from time to time to...determine whether any parts or further parts of their area should be designated as conservation areas...”</p> <p>The CAAs will assist and guide the Development Management Team and Conservation Team in in their work managing development within this area, as well as having a wider application for officers, property owners and the community as a reference tool and evidence base for better understanding the area. Its adoption will give the document more weight as a material consideration in planning decisions.</p>		<p>Conservation Team in in their work managing development within this area, as well as having a wider application for officers, property owners and the community as a reference tool and evidence base for better understanding the area. Its adoption will give the document more weight as a material consideration in planning decisions.</p>
<b>Disadvantages</b>	None known.	<p>Without formal adoption, the CAA would not carry as much weight and could not be relied upon as a material consideration in planning decisions.</p> <p>The Council would not be fulfilling a duty under s.69(2) of the <i>Planning (Listed Buildings and Conservation Areas) Act 1990</i> (see above).</p>	<p>Omitting the review of the boundary would mean that a fundamental element of the appraisal process had been overlooked.</p> <p>The Council would not be fulfilling a duty under s.69(2) of the <i>Planning (Listed Buildings and Conservation Areas) Act 1990</i> (see above).</p>
<b>Risks</b>	None known.	Without an adopted CAA, it will be harder to protect the CA from inappropriate development and more difficult to defend at appeal.	

## 7.0 Officer Preferred Option (and comments)

- 7.1 The preferred option is Option 1. The adoption of the CAAs and the boundary changes align with heritage duties and requirements under the relevant Acts and the NPPF and national guidance. It would ensure that there is more robust protection in place for managing these conservation areas.

## 8.0 Conclusion

- 8.1 This report sets out the preferred way forward for (i) adopting conservation area appraisals for three existing conservation areas, and (ii) approving boundary extensions for them following a review of these areas, some 40-50 years since their original designation. These actions will help ensure that they are managed with a more thorough understanding of their significance going forward.

### RELATIONSHIP TO POLICY FRAMEWORK

Government planning guidance relating to the historic environment is set out in the National Planning Policy Framework (NPPF, 2021) and the CAAs align with this.

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.

The CAAs contribute to the Council's vision for the Lancaster district to thrive as vibrant regional centre in the north west of England, making the most of our district's many attributes as a great place to live, work and visit. The Council Plan sets out the Council's priorities for 2024-2027, and the CAAs align with three of these, specifically:

- A Sustainable District – encouraging the repair and re-use of existing buildings, which reduces waste and locks in carbon;
- An Inclusive and Prosperous Local Economy – supporting investment and regeneration; and
- Healthy and Happy Communities – supporting access to heritage and culture and quality public spaces.

At a district level, the Local Plan sets out the Council's broad strategy for heritage conservation within the *Strategic Policies and Land Allocations (climate emergency review) DPD* and the *Development Management (climate emergency review) DPD*, both adopted in January 2025. The CAAs align with these documents.

### CONCLUSION OF IMPACT ASSESSMENT

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

No formal impact assessments have been undertaken, but the following comments are made in respect of a CAAs' impacts:

#### **Climate and sustainability**

CAAs encourage the repair and re-use of heritage assets. The re-use of historic buildings ensures that the embodied carbon is not lost through demolition.

#### **Wellbeing and social value**

CAAs promote an understanding of an area's heritage helping to enhance appreciation for an area and ultimately community cohesion.

### LEGAL IMPLICATIONS

The CAAs have been prepared in line with the *Planning (Listed Buildings and Conservation Areas) Act 1990*.

Section 69(2) of the Act states that local planning authorities have a duty "from time to time to...determine whether any parts or further parts of their area should be designated as conservation areas..."

Its adoption will form part of the Council's planning evidence base to inform effective decision making.

### FINANCIAL IMPLICATIONS

Historic England (in *Conservation Area Appraisal, Designation and Management, Historic Environment Advice Note 1* (2<sup>nd</sup> edition, 2019)) advises that conservation areas should be reviewed every five years, resources permitting. Given the need for this is already accepted, the CAAs do not cause any additional obligation in this regard, but the wealth of information now assembled within it will greatly assist in the review of the relevant conservation areas.

There will be a cost involved in advertising the new boundary in the London Gazette and in a local paper, and postage costs involved in notifying the small number of property/landowners affected. This will be covered within existing resources.

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

#### Human Resources:

None

#### Information Services:

None

#### Property:

None

#### Open Spaces:

None

### 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

1. [Draft Over Kellet Conservation Area Appraisal \(2025\)](#)
2. [Draft Whittington Conservation Area Appraisal \(2025\)](#)

**Contact Officer:** Emma Coffey  
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**Ref:** -

3. <a href="#">Draft Yealands Conservation Area Appraisal (2025)</a>	
4. <a href="#">CAA Consultation Responses (2025).</a>	



<b>CABINET</b>
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## Projects and Performance: Q1 2025-26 16 September 2025

### Report of Chief Executive

PURPOSE OF REPORT				
To provide members with an update on corporate performance and strategic projects during quarter one of 2025 - 26 (April - June 2025).				
Key Decision	<b>N</b>	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision		N/A		
This report is public				

#### RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

That Cabinet

- (1) Consider the update on Projects and Performance for Quarter 1 2025-26.

#### 1.0 INTRODUCTION

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

#### 2.0 PERFORMANCE REPORTING

- 2.1 Guidance on how to read appendix A.

- 2.1.1 The majority of indicators should be compared to the previous quarter. Those marked with an asterisk comparing to the like quarter from the previous year is advised.
- 2.1.2 Our KPI (Key Performance Indicator) data is typically shown using a blue line. Where measures have targets or bench marking figures, they are shown on the using an orange or green line. Each chart contains a key for ease of reading.
- 2.1.3 The comments provided by KPI owners give further explanation on each indicator.
- 2.1.4 Within the 'Comments' column it is either marked 'Low is good' or 'High is good'. This is included to guide the reader on the preferred direction of travel.
- 2.1.5 Due to delays in the availability of the data, some measures report one quarter behind. These are clearly marked.

## 2.2 Summary of key changes in performance report.

- 2.2.1 Benchmarking figures have now been added for “Percentage of Household Waste Recycled” and “Kilograms of Residual waste Per Household”, both use the average figures for the Lancashire districts and the national recycling rate, both provided by APSE (Association for Public Service Excellence). Our data for residual waste compares very favourably with the two benchmarking figures.
- 2.2.2 A benchmarking figure for “Average time taken to process new Housing Benefit Claims” has been added. It is a comparison to other Lancashire authorities. The figure is considered best practice but doesn’t take into consideration the makeup of the Local Authorities caseload or processing system used.
- 2.2.3 Further benchmarking and target figures are being sought and will be added future reports as they become available.
- 2.2.4 Two new KPIs have been included in this report, these being: “Number of Families in Hotel Accommodation for over 6 weeks” and “Number of Rough Sleeper’s Snapshot Figure over the Quarter”.
- 2.2.5 In this quarter there has been a noticeable improvement in all 3 planning KPIs.
- 2.2.6 There has been a change in how the “Number of properties improved” figure is recorded in response to a Government Pilot to record more detailed datasets for Housing Standards. The figure this quarter is lower than anticipated which is thought to be because of this change.
- 2.2.7 Whilst still relatively high the “Occupancy Rates for Commercial Properties” figure has realised a 9.56% reduction on May 2025’s figure resulting from the NHS serving notice and vacating Moor Lane Mills 1 & 2 in mid-June 25. The estates team are actively marketing in order to mitigate any void period and resulting rental loss. Early indications are that there is good demand for this accommodation.

## 3.0 STRATEGIC PROJECT REPORTING

### 3.1 Guidance on how to read appendix B.

- 3.1.1 The Programmes and Projects highlight report shows a short narrative and “Red – Amber – Green” status updates for three elements of the project, these being Plan, Cost and Scope.
- 3.1.2 The ‘Update’ column shows a summary of the projects progress over the last quarter. Where projects are ‘on hold’ a short explanation as to why the project has this status is included.
- 3.1.3 The ‘Updated’ column shows the date when the update was received. This is included as some projects progress quickly, so it is useful to understand when the update (a snapshot of progress) was taken.

### 3.2 Key points on the progress of strategic projects. Fifteen projects have provided full update reports. Of these:

- 3.2.1 One is reporting ‘red’ (major) delays with the progress of their project plan.
- 3.2.2 Six are reporting ‘amber’ (minor) delays with the progress of their project plans.
- 3.2.3 Three are reporting ‘amber’ (minor) deviations to the cost of the project.

- 3.2.4 Three are reporting 'amber' (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.
- 3.2.5 Two projects have recently closed and we are awaiting project review reports for these.
- 3.2.6 All other statuses are either green or have not been able to provide an update this quarter.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

Monitoring of strategic projects and key performance indicators provides a link between the Council Plan 24-27 by providing progress updates.

#### **CONCLUSION OF IMPACT ASSESSMENT**

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

None directly identifiable, due to the high-level nature of this report.

#### **LEGAL IMPLICATIONS**

There are no legal implications directly arising.

#### **FINANCIAL IMPLICATIONS**

There are no financial implications directly arising.

#### **OTHER RESOURCE IMPLICATIONS**

**Human Resources / Information Services / Property / Open Spaces:**

There are no further implications directly arising.

#### **SECTION 151 OFFICER'S COMMENTS**

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

#### **DEPUTY MONITORING OFFICER'S COMMENTS**

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

#### **BACKGROUND PAPERS**

None.

**Contact Officers:** Claire Dubelbeis, Projects and Performance Manager

**Telephone:** 01524 582505

**E-mail:** [cdubelbeis@lancaster.gov.uk](mailto:cdubelbeis@lancaster.gov.uk)

**Ref:**

<div><div>LANCASTER</div><div>CITY COUNCIL</div><div>Promoting City, Coast &amp; Countryside</div></div>	<div>Corporate Performance updates</div> <div>30<sup>th</sup> June 2025 (Q1)</div>	<div>Council Priorities Key</div> <table><tr><td>I</td><td>An inclusive and Prosperous Local Economy (Economy)</td></tr><tr><td>S</td><td>A Sustainable District (Environmental)</td></tr><tr><td>H</td><td>Healthy and Happy Communities (Social)</td></tr><tr><td>R</td><td>A Co-operative, Kind and Responsible Council (Governance)</td></tr></table> <div>Measures marked with a * are usually compared to the same quarter from the previous year.</div>	I	An inclusive and Prosperous Local Economy (Economy)	S	A Sustainable District (Environmental)	H	Healthy and Happy Communities (Social)	R	A Co-operative, Kind and Responsible Council (Governance)
I	An inclusive and Prosperous Local Economy (Economy)									
S	A Sustainable District (Environmental)									
H	Healthy and Happy Communities (Social)									
R	A Co-operative, Kind and Responsible Council (Governance)									

An Inclusive and Prosperous Local Economy (Economy)

Priority	KPI Measure and Direction of Travel			Comments provided by KPI Owners
I			<div><div>% OF MINOR PLANNING APPLICATIONS DETERMINED WITHIN 8 WEEKS OR AGREED TIME</div><div><div>% of minor planning applications determined within 8 weeks or agreed time</div><div>National Target 70%</div></div><div><div><div></div><div></div></div><div><div>100.00</div><div>90.00</div><div>80.00</div><div>70.00</div><div>50.00</div></div><div><div>Q1 21-22</div><div>Q2 21-22</div><div>Q3 21-22</div><div>Q4 21-22</div><div>Q1 22-23</div><div>Q2 22-23</div><div>Q3 22-23</div><div>Q4 22-23</div><div>Q1 23-24</div><div>Q2 23-24</div><div>Q3 23-24</div><div>Q4 23-24</div><div>Q1 24-25</div><div>Q2 24-25</div><div>Q3 24-25</div><div>Q4 24-25</div><div>Q1 25-26</div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div>	<div>There has been a noticeable increase in applications being determined in time (an increase of near 10%), coupled with this there has been an increase in determinations which is more than 20% up from the previous quarter.</div> <div>High is good</div>
I			<div><div>% OF OTHER PLANNING APPLICATIONS DETERMINED WITHIN 8 WEEKS OR AGREED TIME</div><div><div>% of other planning applications determined within 8 weeks or agreed time</div><div>National Target 70%</div></div><div><div><div></div><div></div></div><div><div>100.00</div><div>95.00</div><div>90.00</div><div>85.00</div><div>80.00</div><div>75.00</div><div>70.00</div><div>65.00</div><div>60.00</div><div>55.00</div><div>50.00</div></div><div><div>Q1 21-22</div><div>Q2 21-22</div><div>Q3 21-22</div><div>Q4 21-22</div><div>Q1 22-23</div><div>Q2 22-23</div><div>Q3 22-23</div><div>Q4 22-23</div><div>Q1 23-24</div><div>Q2 23-24</div><div>Q3 23-24</div><div>Q4 23-24</div><div>Q1 24-25</div><div>Q2 24-25</div><div>Q3 24-25</div><div>Q4 24-25</div><div>Q1 25-26</div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div>	<div>The figures are similar to the last quarter; however, officers are surpassed even best expectations by increasing output by more than 20% compared to the previous month. This is a positive achievement, especially in light of both the former Planning Applications Manager and one of our Principal Planning Officers leaving the authority at the start of May.</div> <div>High is good</div>
I			<div><div>% OF MAJOR PLANNING APPLICATIONS DETERMINED WITHIN 13 WEEKS OR AGREED TIME</div><div><div>% of major planning applications determined within 13 weeks or agreed time</div><div>National Target 60%</div></div><div><div><div></div><div></div></div><div><div>100.00</div><div>90.00</div><div>80.00</div><div>70.00</div><div>60.00</div><div>50.00</div></div><div><div>Q1 21-22</div><div>Q2 21-22</div><div>Q3 21-22</div><div>Q4 21-22</div><div>Q1 22-23</div><div>Q2 22-23</div><div>Q3 22-23</div><div>Q4 22-23</div><div>Q1 23-24</div><div>Q2 23-24</div><div>Q3 23-24</div><div>Q4 23-24</div><div>Q1 24-25</div><div>Q2 24-25</div><div>Q3 24-25</div><div>Q4 24-25</div><div>Q1 25-26</div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div>	<div>A total of 8 major applications were determined within the quarter, including the redevelopment of the Park Hotel in Morecambe. The percentage in time exceeds the previous quarter.</div> <div>High is good</div>

## A Sustainable District (Environmental)

Priority	Measure and Direction of Travel		Comments																																				
S		<div><div><div>% OF HOUSEHOLD WASTE RECYCLED (QUARTER BEHIND)</div><table><tr><th>Quarter</th><th>% of household waste recycled (quarter behind)</th></tr><tr><td>Q1 22-23</td><td>35.0</td></tr><tr><td>Q2 22-23</td><td>38.0</td></tr><tr><td>Q3 22-23</td><td>38.0</td></tr><tr><td>Q4 22-23</td><td>38.0</td></tr><tr><td>Q1 23-24</td><td>35.0</td></tr><tr><td>Q2 23-24</td><td>39.0</td></tr><tr><td>Q3 23-24</td><td>39.0</td></tr><tr><td>Q4 23-24</td><td>35.0</td></tr><tr><td>Q1 24-25</td><td>33.0</td></tr><tr><td>Q2 24-25</td><td>38.0</td></tr><tr><td>Q3 24-25</td><td>33.0</td></tr><tr><td>Q4 24-25</td><td>33.0</td></tr></table></div><div><div>% of household waste recycled (quarter behind)</div><div>Lancashire Districts Recycling Rate (Average)</div><div>National Recycling Rate (Average)</div></div></div> <div><p>The benchmarking data includes the National and Lancashire Average of Local Authority recycling data provided to APSE. The data is provided annually.</p><p>High is good</p></div>	Quarter	% of household waste recycled (quarter behind)	Q1 22-23	35.0	Q2 22-23	38.0	Q3 22-23	38.0	Q4 22-23	38.0	Q1 23-24	35.0	Q2 23-24	39.0	Q3 23-24	39.0	Q4 23-24	35.0	Q1 24-25	33.0	Q2 24-25	38.0	Q3 24-25	33.0	Q4 24-25	33.0											
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Q3 24-25	33.0																																						
Q4 24-25	33.0																																						
S		<div><div><div>KG OF RESIDUAL WASTE PER HOUSEHOLD (QUARTER BEHIND)</div><table><tr><th>Quarter</th><th>Kg of residual waste per household (quarter behind)</th></tr><tr><td>Q1 22-23</td><td>80.0</td></tr><tr><td>Q2 22-23</td><td>88.0</td></tr><tr><td>Q3 22-23</td><td>88.0</td></tr><tr><td>Q4 22-23</td><td>92.0</td></tr><tr><td>Q1 23-24</td><td>85.0</td></tr><tr><td>Q2 23-24</td><td>88.0</td></tr><tr><td>Q3 23-24</td><td>88.0</td></tr><tr><td>Q4 23-24</td><td>82.0</td></tr><tr><td>Q1 24-25</td><td>88.0</td></tr><tr><td>Q2 24-25</td><td>85.0</td></tr><tr><td>Q3 24-25</td><td>80.0</td></tr><tr><td>Q4 24-25</td><td>80.0</td></tr></table></div><div><div>Kg of residual waste per household (quarter behind)</div><div>Residual household waste per household - Lancashire Districts Average</div><div>Residual household waste per household - National Average</div></div></div> <div><p>The benchmarking data includes the National and Lancaster Average of Local Authority waste data provided to APSE. The data is provided annually and then divided to get a Quarter average figure.</p><p>Low is good</p></div>	Quarter	Kg of residual waste per household (quarter behind)	Q1 22-23	80.0	Q2 22-23	88.0	Q3 22-23	88.0	Q4 22-23	92.0	Q1 23-24	85.0	Q2 23-24	88.0	Q3 23-24	88.0	Q4 23-24	82.0	Q1 24-25	88.0	Q2 24-25	85.0	Q3 24-25	80.0	Q4 24-25	80.0											
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S		<div><div><div>DIESEL CONSUMPTION OF COUNCIL VEHICLE FLEET (LTRS)</div><table><tr><th>Quarter</th><th>Diesel Consumption (LTRS)</th></tr><tr><td>Q1 21-22</td><td>116,000</td></tr><tr><td>Q2 21-22</td><td>119,000</td></tr><tr><td>Q3 21-22</td><td>107,000</td></tr><tr><td>Q4 21-22</td><td>114,000</td></tr><tr><td>Q1 22-23</td><td>119,000</td></tr><tr><td>Q2 22-23</td><td>118,000</td></tr><tr><td>Q3 22-23</td><td>104,000</td></tr><tr><td>Q4 22-23</td><td>113,000</td></tr><tr><td>Q1 23-24</td><td>115,000</td></tr><tr><td>Q2 23-24</td><td>117,000</td></tr><tr><td>Q3 23-24</td><td>116,000</td></tr><tr><td>Q4 23-24</td><td>112,000</td></tr><tr><td>Q1 24-25</td><td>115,000</td></tr><tr><td>Q2 24-25</td><td>120,000</td></tr><tr><td>Q3 24-25</td><td>112,000</td></tr><tr><td>Q4 24-25</td><td>106,000</td></tr><tr><td>Q1 25-26</td><td>112,205</td></tr></table></div><div><div>Diesel consumption of council vehicle fleet (LTRS)</div></div></div> <div><p>No comment available.</p><p>Low is good</p></div>	Quarter	Diesel Consumption (LTRS)	Q1 21-22	116,000	Q2 21-22	119,000	Q3 21-22	107,000	Q4 21-22	114,000	Q1 22-23	119,000	Q2 22-23	118,000	Q3 22-23	104,000	Q4 22-23	113,000	Q1 23-24	115,000	Q2 23-24	117,000	Q3 23-24	116,000	Q4 23-24	112,000	Q1 24-25	115,000	Q2 24-25	120,000	Q3 24-25	112,000	Q4 24-25	106,000	Q1 25-26	112,205	
Quarter	Diesel Consumption (LTRS)																																						
Q1 21-22	116,000																																						
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Q4 24-25	106,000																																						
Q1 25-26	112,205																																						
S		<div><div><div>COST/M2 ENERGY ACROSS CORPORATE BUILDINGS (QUARTER BEHIND)</div><table><tr><th>Quarter</th><th>Cost/m2 Energy (£)</th></tr><tr><td>Q2 22-23</td><td>£6.50</td></tr><tr><td>Q3 22-23</td><td>£12.50</td></tr><tr><td>Q4 22-23</td><td>£12.80</td></tr><tr><td>Q1 23-24</td><td>£9.00</td></tr><tr><td>Q2 23-24</td><td>£9.50</td></tr><tr><td>Q3 23-24</td><td>£0.00</td></tr><tr><td>Q4 23-24</td><td>£16.50</td></tr><tr><td>Q1 24-25</td><td>£6.20</td></tr><tr><td>Q2 24-25</td><td>£6.20</td></tr><tr><td>Q3 24-25</td><td>£10.20</td></tr><tr><td>Q4 24-25</td><td>£10.82</td></tr></table></div><div><div>Cost/m2 energy across corporate buildings (quarter behind)</div></div></div> <div><p>Energy consumption has slightly increased on 2024-25 figures, but energy costs have decreased over the same period. Further analysis would be required to check for reasons for consumption increase.</p><p>Low is good</p></div>	Quarter	Cost/m2 Energy (£)	Q2 22-23	£6.50	Q3 22-23	£12.50	Q4 22-23	£12.80	Q1 23-24	£9.00	Q2 23-24	£9.50	Q3 23-24	£0.00	Q4 23-24	£16.50	Q1 24-25	£6.20	Q2 24-25	£6.20	Q3 24-25	£10.20	Q4 24-25	£10.82													
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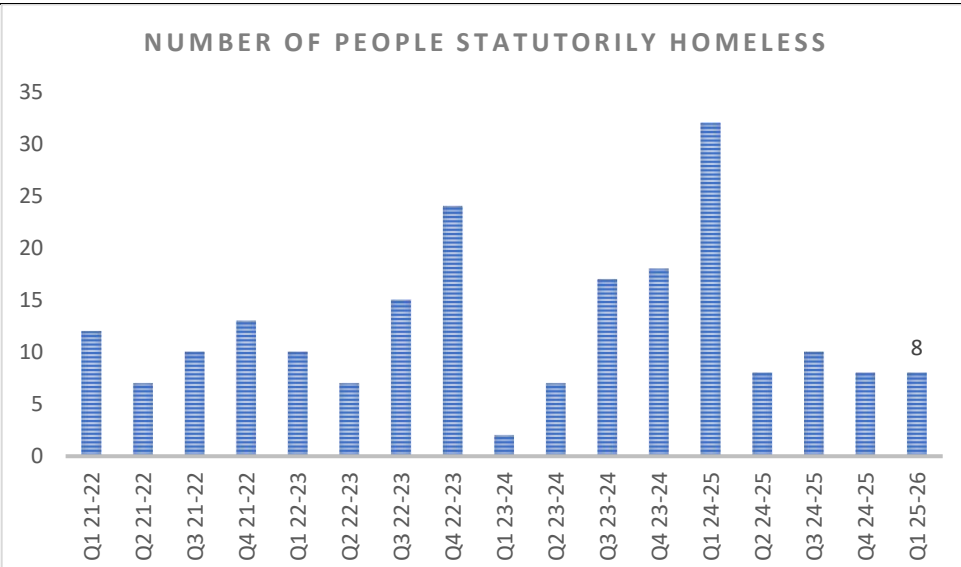
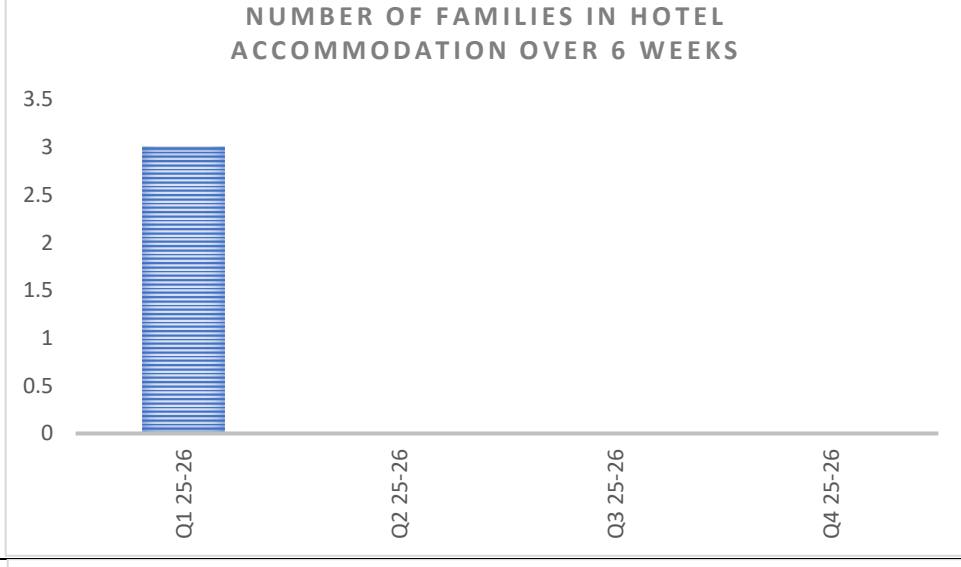
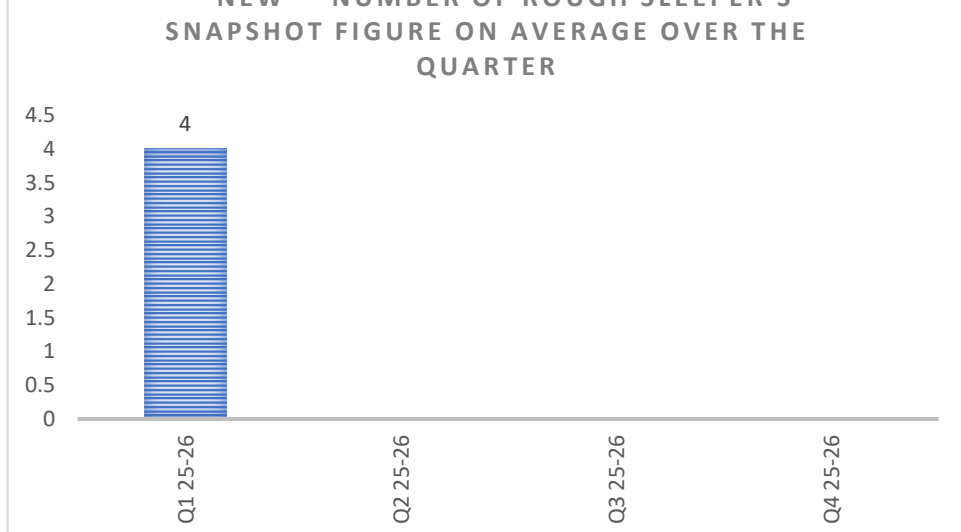
**GAS AND ELECTRICITY KWH USAGE IN COUNCIL BUILDINGS (QUARTER BEHIND)**

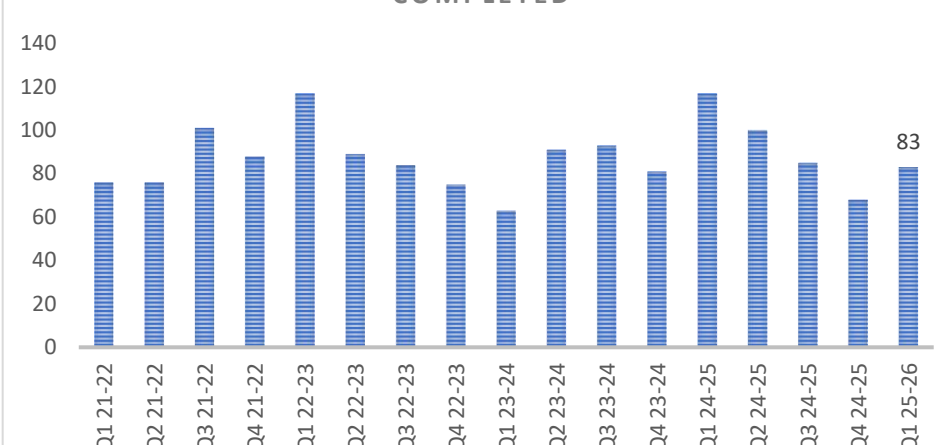

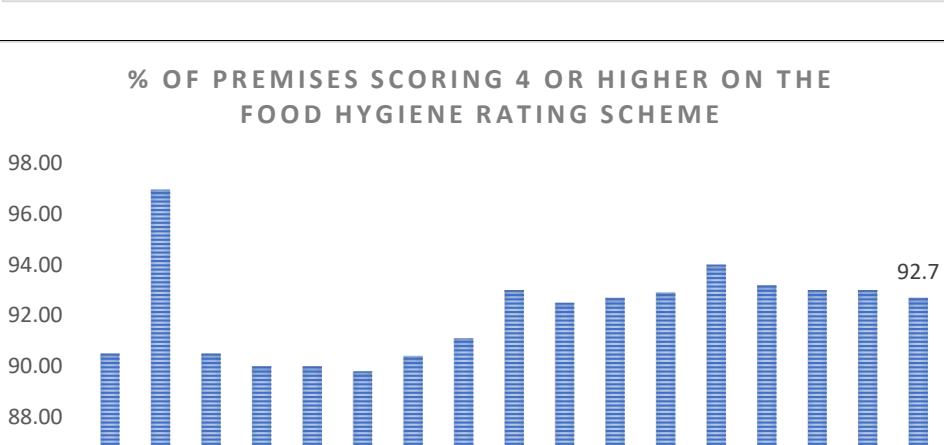
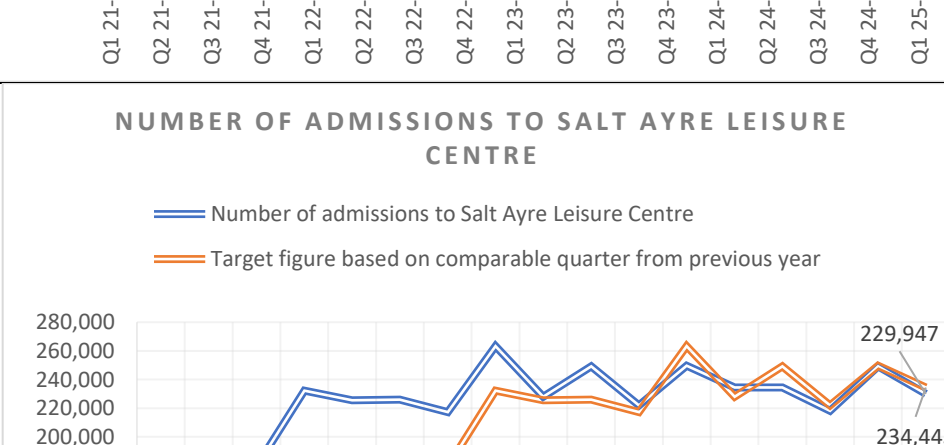
Comparison with same period from previous year shows consumption has seen a slight increase. Further analysis would be required to determine the cause for this change.

**Low is good**

Quarter	Gas KWH usage in council buildings (quarter behind)	Electricity KWH usage in council buildings (quarter behind)
Q2 22-23	~100,000	~600,000
Q3 22-23	~750,000	~1,000,000
Q4 22-23	~800,000	~1,150,000
Q1 23-24	~200,000	~600,000
Q2 23-24	~100,000	~600,000
Q3 23-24	~650,000	~0
Q4 23-24	~800,000	~1,000,000
Q1 24-25	~250,000	~600,000
Q2 24-25	~150,000	~600,000
Q3 24-25	~650,000	1,117,338
Q4 24-25	~1,100,000	900,053

## Healthy & Happy Communities (Social)

Priority			Measure and Direction of Travel	Comments																																				
		H	<div><p>NUMBER OF PEOPLE STATUTORILY HOMELESS</p><table><tr><th>Quarter</th><th>Number of People Statutorily Homeless</th></tr><tr><td>Q1 21-22</td><td>12</td></tr><tr><td>Q2 21-22</td><td>7</td></tr><tr><td>Q3 21-22</td><td>10</td></tr><tr><td>Q4 21-22</td><td>13</td></tr><tr><td>Q1 22-23</td><td>10</td></tr><tr><td>Q2 22-23</td><td>7</td></tr><tr><td>Q3 22-23</td><td>15</td></tr><tr><td>Q4 22-23</td><td>24</td></tr><tr><td>Q1 23-24</td><td>2</td></tr><tr><td>Q2 23-24</td><td>7</td></tr><tr><td>Q3 23-24</td><td>17</td></tr><tr><td>Q4 23-24</td><td>18</td></tr><tr><td>Q1 24-25</td><td>32</td></tr><tr><td>Q2 24-25</td><td>8</td></tr><tr><td>Q3 24-25</td><td>10</td></tr><tr><td>Q4 24-25</td><td>8</td></tr><tr><td>Q1 25-26</td><td>8</td></tr></table></div>	Quarter	Number of People Statutorily Homeless	Q1 21-22	12	Q2 21-22	7	Q3 21-22	10	Q4 21-22	13	Q1 22-23	10	Q2 22-23	7	Q3 22-23	15	Q4 22-23	24	Q1 23-24	2	Q2 23-24	7	Q3 23-24	17	Q4 23-24	18	Q1 24-25	32	Q2 24-25	8	Q3 24-25	10	Q4 24-25	8	Q1 25-26	8	<p>We are currently maintaining single figures for taking a main full rehousing duty ensuring better case load management, case reviews and ensuring full enquiries are completed before taking a main duty decision. This could change at any point in the future with other potential threats increased reduction in PRS due to welfare reform act.</p> <p>Low is good</p>
Quarter	Number of People Statutorily Homeless																																							
Q1 21-22	12																																							
Q2 21-22	7																																							
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Q2 24-25	8																																							
Q3 24-25	10																																							
Q4 24-25	8																																							
Q1 25-26	8																																							
			<div><p>NUMBER OF FAMILIES IN HOTEL ACCOMMODATION OVER 6 WEEKS</p><table><tr><th>Quarter</th><th>Number of Families in Hotel Accommodation Over 6 Weeks</th></tr><tr><td>Q1 25-26</td><td>3</td></tr><tr><td>Q2 25-26</td><td>0</td></tr><tr><td>Q3 25-26</td><td>0</td></tr><tr><td>Q4 25-26</td><td>0</td></tr></table></div>	Quarter	Number of Families in Hotel Accommodation Over 6 Weeks	Q1 25-26	3	Q2 25-26	0	Q3 25-26	0	Q4 25-26	0	<p>Numbers in bnb over 6 weeks plus have reduced to 3 as part of the B&amp;B reduction strategy plan with MHCLG. We have no families currently in bed and breakfast and we are working hard to maintain this goes forwards.</p> <p>Low is good</p>																										
Quarter	Number of Families in Hotel Accommodation Over 6 Weeks																																							
Q1 25-26	3																																							
Q2 25-26	0																																							
Q3 25-26	0																																							
Q4 25-26	0																																							
			<div><p>** NEW ** NUMBER OF ROUGH SLEEPER'S SNAPSHOT FIGURE ON AVERAGE OVER THE QUARTER</p><table><tr><th>Quarter</th><th>Number of Rough Sleeper's Snapshot Figure on Average Over the Quarter</th></tr><tr><td>Q1 25-26</td><td>4</td></tr><tr><td>Q2 25-26</td><td>0</td></tr><tr><td>Q3 25-26</td><td>0</td></tr><tr><td>Q4 25-26</td><td>0</td></tr></table></div>	Quarter	Number of Rough Sleeper's Snapshot Figure on Average Over the Quarter	Q1 25-26	4	Q2 25-26	0	Q3 25-26	0	Q4 25-26	0	<p>The number of RS verified on the snapshot monthly count is reaming around the 4-6 figure on any given night. Across the month the RS outreach team speak with other single on off rough sleepers which is usually around 10-12 across the month on average with people moving in and out of the district from other areas. We provide monthly figures to MHCLG on our RS figures to monitor closely the numbers and provide details of support/outcomes for RS.</p> <p>Low is good</p>																										
Quarter	Number of Rough Sleeper's Snapshot Figure on Average Over the Quarter																																							
Q1 25-26	4																																							
Q2 25-26	0																																							
Q3 25-26	0																																							
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		H		<div><div>NUMBER OF DISABLED FACILITIES GRANTS COMPLETED</div><table><tr><th>Quarter</th><th>Number of Grants Completed</th></tr><tr><td>Q1 21-22</td><td>75</td></tr><tr><td>Q2 21-22</td><td>75</td></tr><tr><td>Q3 21-22</td><td>100</td></tr><tr><td>Q4 21-22</td><td>88</td></tr><tr><td>Q1 22-23</td><td>118</td></tr><tr><td>Q2 22-23</td><td>88</td></tr><tr><td>Q3 22-23</td><td>83</td></tr><tr><td>Q4 22-23</td><td>75</td></tr><tr><td>Q1 23-24</td><td>63</td></tr><tr><td>Q2 23-24</td><td>90</td></tr><tr><td>Q3 23-24</td><td>92</td></tr><tr><td>Q4 23-24</td><td>80</td></tr><tr><td>Q1 24-25</td><td>118</td></tr><tr><td>Q2 24-25</td><td>100</td></tr><tr><td>Q3 24-25</td><td>85</td></tr><tr><td>Q4 24-25</td><td>68</td></tr><tr><td>Q1 25-26</td><td>83</td></tr></table></div>	Quarter	Number of Grants Completed	Q1 21-22	75	Q2 21-22	75	Q3 21-22	100	Q4 21-22	88	Q1 22-23	118	Q2 22-23	88	Q3 22-23	83	Q4 22-23	75	Q1 23-24	63	Q2 23-24	90	Q3 23-24	92	Q4 23-24	80	Q1 24-25	118	Q2 24-25	100	Q3 24-25	85	Q4 24-25	68	Q1 25-26	83	<p>83 statutory disabled grants were completed in Q1 with a total spend of £771,159.09. The ringfenced DFG government allocation for Lancaster in 2025/26 is £2,660,701. Any unspent allocation is carried forward and added to the following years allocation enabling the council to operate a rolling programme without the need for waiting lists.</p> <p>High is good</p>																		
Quarter	Number of Grants Completed																																																										
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Q1 25-26	83																																																										
		H		<div><div>NUMBER OF PROPERTIES IMPROVED</div><table><tr><th>Quarter</th><th>Number of Properties Improved</th></tr><tr><td>Q1 21-22</td><td>60</td></tr><tr><td>Q2 21-22</td><td>60</td></tr><tr><td>Q3 21-22</td><td>63</td></tr><tr><td>Q4 21-22</td><td>45</td></tr><tr><td>Q1 22-23</td><td>93</td></tr><tr><td>Q2 22-23</td><td>125</td></tr><tr><td>Q3 22-23</td><td>88</td></tr><tr><td>Q4 22-23</td><td>63</td></tr><tr><td>Q1 23-24</td><td>138</td></tr><tr><td>Q2 23-24</td><td>70</td></tr><tr><td>Q3 23-24</td><td>65</td></tr><tr><td>Q4 23-24</td><td>83</td></tr><tr><td>Q1 24-25</td><td>78</td></tr><tr><td>Q2 24-25</td><td>58</td></tr><tr><td>Q3 24-25</td><td>90</td></tr><tr><td>Q4 24-25</td><td>70</td></tr><tr><td>Q1 25-26</td><td>64</td></tr></table></div>	Quarter	Number of Properties Improved	Q1 21-22	60	Q2 21-22	60	Q3 21-22	63	Q4 21-22	45	Q1 22-23	93	Q2 22-23	125	Q3 22-23	88	Q4 22-23	63	Q1 23-24	138	Q2 23-24	70	Q3 23-24	65	Q4 23-24	83	Q1 24-25	78	Q2 24-25	58	Q3 24-25	90	Q4 24-25	70	Q1 25-26	64	<p>There has been a change in how the number of properties improved is recorded in response to a Government Pilot to record more detailed datasets for Housing Standards. The figure this quarter is lower than anticipated which is thought to be because of this change, so a staff workshop is being held to ensure all the data is being captured correctly.</p> <p>High is good</p>																		
Quarter	Number of Properties Improved																																																										
Q1 21-22	60																																																										
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I		H		<div><div>% OF PREMISES SCORING 4 OR HIGHER ON THE FOOD HYGIENE RATING SCHEME</div><table><tr><th>Quarter</th><th>% of Premises Scoring 4 or Higher</th></tr><tr><td>Q1 21-22</td><td>90.5</td></tr><tr><td>Q2 21-22</td><td>97.0</td></tr><tr><td>Q3 21-22</td><td>90.5</td></tr><tr><td>Q4 21-22</td><td>90.0</td></tr><tr><td>Q1 22-23</td><td>90.0</td></tr><tr><td>Q2 22-23</td><td>89.8</td></tr><tr><td>Q3 22-23</td><td>90.3</td></tr><tr><td>Q4 22-23</td><td>91.0</td></tr><tr><td>Q1 23-24</td><td>93.0</td></tr><tr><td>Q2 23-24</td><td>92.5</td></tr><tr><td>Q3 23-24</td><td>92.7</td></tr><tr><td>Q4 23-24</td><td>93.0</td></tr><tr><td>Q1 24-25</td><td>94.0</td></tr><tr><td>Q2 24-25</td><td>93.2</td></tr><tr><td>Q3 24-25</td><td>93.0</td></tr><tr><td>Q4 24-25</td><td>93.0</td></tr><tr><td>Q1 25-26</td><td>92.7</td></tr></table></div>	Quarter	% of Premises Scoring 4 or Higher	Q1 21-22	90.5	Q2 21-22	97.0	Q3 21-22	90.5	Q4 21-22	90.0	Q1 22-23	90.0	Q2 22-23	89.8	Q3 22-23	90.3	Q4 22-23	91.0	Q1 23-24	93.0	Q2 23-24	92.5	Q3 23-24	92.7	Q4 23-24	93.0	Q1 24-25	94.0	Q2 24-25	93.2	Q3 24-25	93.0	Q4 24-25	93.0	Q1 25-26	92.7	<p>97.6% rated 3* or higher (Generally satisfactory)</p> <p>Note - 3* = satisfactory, 4* = good</p> <p>High is good</p>																		
Quarter	% of Premises Scoring 4 or Higher																																																										
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Q4 24-25	93.0																																																										
Q1 25-26	92.7																																																										
		H		<div><div>NUMBER OF ADMISSIONS TO SALT AYRE LEISURE CENTRE</div><table><tr><th>Quarter</th><th>Number of Admissions</th><th>Target Figure</th></tr><tr><td>Q1 21-22</td><td>120,000</td><td></td></tr><tr><td>Q2 21-22</td><td>165,000</td><td></td></tr><tr><td>Q3 21-22</td><td>180,000</td><td></td></tr><tr><td>Q4 21-22</td><td>235,000</td><td></td></tr><tr><td>Q1 22-23</td><td>225,000</td><td>120,000</td></tr><tr><td>Q2 22-23</td><td>225,000</td><td>165,000</td></tr><tr><td>Q3 22-23</td><td>215,000</td><td>180,000</td></tr><tr><td>Q4 22-23</td><td>265,000</td><td>235,000</td></tr><tr><td>Q1 23-24</td><td>225,000</td><td>225,000</td></tr><tr><td>Q2 23-24</td><td>250,000</td><td>225,000</td></tr><tr><td>Q3 23-24</td><td>225,000</td><td>220,000</td></tr><tr><td>Q4 23-24</td><td>250,000</td><td>265,000</td></tr><tr><td>Q1 24-25</td><td>235,000</td><td>235,000</td></tr><tr><td>Q2 24-25</td><td>235,000</td><td>250,000</td></tr><tr><td>Q3 24-25</td><td>220,000</td><td>235,000</td></tr><tr><td>Q4 24-25</td><td>250,000</td><td>250,000</td></tr><tr><td>Q1 25-26</td><td>234,443</td><td>229,947</td></tr></table></div>	Quarter	Number of Admissions	Target Figure	Q1 21-22	120,000		Q2 21-22	165,000		Q3 21-22	180,000		Q4 21-22	235,000		Q1 22-23	225,000	120,000	Q2 22-23	225,000	165,000	Q3 22-23	215,000	180,000	Q4 22-23	265,000	235,000	Q1 23-24	225,000	225,000	Q2 23-24	250,000	225,000	Q3 23-24	225,000	220,000	Q4 23-24	250,000	265,000	Q1 24-25	235,000	235,000	Q2 24-25	235,000	250,000	Q3 24-25	220,000	235,000	Q4 24-25	250,000	250,000	Q1 25-26	234,443	229,947	<p>Over the last 12 weeks we have seen an increase of more than 150 users across the centre each day variance the same Q1 last year. Again, compared to this time last year we can see a decrease in XHeight bookings due to warm weather and staff shortages, also due to staff availability we have not utilised any inflatable sessions in the pool year to date.</p> <p>Two fantastic events this month that have seen us have great usage and great community engagement, with over 2000 local high school children having their regional sports day here at Salt Ayre and what was an amazing Les Mills Launch, that saw our centre receive Les Mills centre of the month, a great award to win that showcase the great work has been happening recently.</p> <p>High is good</p>
Quarter	Number of Admissions	Target Figure																																																									
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[illegible]

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

Priority				Measure and Direction of Travel	Comments																																																																								
			R	<div><p><b>AVERAGE NUMBER OF DAYS' SICKNESS PER FULL-TIME EQUIVALENT</b></p><table><tr><th>Period</th><th>Average Days' Sickness</th></tr><tr><td>Q1 23-24</td><td>2.9</td></tr><tr><td>Q2 23-24</td><td>2.75</td></tr><tr><td>Q3 23-24</td><td>2.9</td></tr><tr><td>Q4 23-24</td><td>1.85</td></tr><tr><td>Q1 24-25</td><td>1.6</td></tr><tr><td>Q2 24-25</td><td>2.35</td></tr><tr><td>Q3 24-25</td><td>2.35</td></tr><tr><td>Q4 24-25</td><td>2.4</td></tr><tr><td>Q1 25-26</td><td>2.1</td></tr></table></div>	Period	Average Days' Sickness	Q1 23-24	2.9	Q2 23-24	2.75	Q3 23-24	2.9	Q4 23-24	1.85	Q1 24-25	1.6	Q2 24-25	2.35	Q3 24-25	2.35	Q4 24-25	2.4	Q1 25-26	2.1	<p>The average sickness figure has decreased slightly compared to the previous quarter. There has been a significant decrease in the number of days lost due to coughs/colds/viruses and Musculo-skeletal problems. However there has been an increase in mental health-related sickness. We have also introduced phased returns of up to 4 weeks supported by the Council with pay.</p> <p>Low is good</p>																																																				
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			R	<div><p><b>OCCUPANCY RATES FOR COMMERCIAL PROPERTIES (%)</b></p><table><tr><th>Period</th><th>Occupancy Rate (%)</th></tr><tr><td>Q1 21-22</td><td>95.00</td></tr><tr><td>Q2 21-22</td><td>95.00</td></tr><tr><td>Q3 21-22</td><td>95.00</td></tr><tr><td>Q4 21-22</td><td>95.00</td></tr><tr><td>Q1 22-23</td><td>95.00</td></tr><tr><td>Q2 22-23</td><td>98.00</td></tr><tr><td>Q3 22-23</td><td>98.00</td></tr><tr><td>Q4 22-23</td><td>98.00</td></tr><tr><td>Q1 23-24</td><td>98.00</td></tr><tr><td>Q2 23-24</td><td>98.00</td></tr><tr><td>Q3 23-24</td><td>98.00</td></tr><tr><td>Q4 23-24</td><td>98.00</td></tr><tr><td>Q1 24-25</td><td>90.00</td></tr><tr><td>Q2 24-25</td><td>90.00</td></tr><tr><td>Q3 24-25</td><td>90.00</td></tr><tr><td>Q4 24-25</td><td>90.00</td></tr><tr><td>Q1 25-26</td><td>80.12</td></tr></table></div>	Period	Occupancy Rate (%)	Q1 21-22	95.00	Q2 21-22	95.00	Q3 21-22	95.00	Q4 21-22	95.00	Q1 22-23	95.00	Q2 22-23	98.00	Q3 22-23	98.00	Q4 22-23	98.00	Q1 23-24	98.00	Q2 23-24	98.00	Q3 23-24	98.00	Q4 23-24	98.00	Q1 24-25	90.00	Q2 24-25	90.00	Q3 24-25	90.00	Q4 24-25	90.00	Q1 25-26	80.12	<p>Whilst still relatively high the commercial occupancy figure has realised a 9.56% reduction on May 2025's figure resulting from the NHS serving notice and vacating Moor Lane Mills 1 &amp; 2 in mid-June 25. These buildings provide 33,245 sq ft of office space which the estates team are actively marketing in order to mitigate any void period and resulting rental loss. Early indications are that there is good demand for this accommodation.</p> <p>High is good</p>																																				
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<div><div>LANCASTER CITY COUNCIL</div><div>Promoting City, Coast &amp; Countryside</div></div>		<div>Corporate programmes and projects updates – 30<sup>th</sup> June 2025 (Q1)</div>		<div>Status Key – Projects</div> <table><tr><td>R</td><td>Red – The project has experienced some major issues. Plan – the go-live date has slipped, Cost – over or under budget by more than 20%, Scope – several of the expected benefits may not be realised.</td><td>C</td><td>Complete or Closed</td></tr><tr><td>A</td><td>Amber – The project has experienced some issues. Plan – has slipped but won’t affect go-live date, Cost – over or under budget by less than 20%, Scope – one or more benefits may not be realised.</td><td>N</td><td>Not Started</td></tr><tr><td>G</td><td>Green – The project is on track (within the project tolerance)</td><td>H</td><td>On hold</td></tr><tr><td>X</td><td>No data available / data not requested due to stage</td><td colspan="2">* Projects in the Concept stage will not usually have updates</td></tr></table>		R	Red – The project has experienced some major issues. Plan – the go-live date has slipped, Cost – over or under budget by more than 20%, Scope – several of the expected benefits may not be realised.	C	Complete or Closed	A	Amber – The project has experienced some issues. Plan – has slipped but won’t affect go-live date, Cost – over or under budget by less than 20%, Scope – one or more benefits may not be realised.	N	Not Started	G	Green – The project is on track (within the project tolerance)	H	On hold	X	No data available / data not requested due to stage	* Projects in the Concept stage will not usually have updates	
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<div>Priorities Key</div> <table><tr><td>I</td><td>An inclusive and Prosperous Local Economy (Economy)</td></tr><tr><td>S</td><td>A Sustainable District (Environmental)</td></tr><tr><td>H</td><td>Healthy and Happy Communities (Social)</td></tr><tr><td>R</td><td>A Co-operative, Kind and Responsible Council (Governance)</td></tr></table>				I	An inclusive and Prosperous Local Economy (Economy)	S	A Sustainable District (Environmental)	H	Healthy and Happy Communities (Social)	R	A Co-operative, Kind and Responsible Council (Governance)										
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				An Inclusive and Prosperous Local Economy (Economy)							
Priority				Project Name	Update	Due Date ** = To be confirmed	Stage	Updated	Status		
									Plan	Cost	Scope
I				Heritage Action Project	Project review report to follow.	Q1 25/26	Complete		C	C	C
I	S			<a href="#">Canal Quarter Phase 3</a> (part of Canal Quarter programme)	Officers continue to develop options for temporary surface parking, permanent additional parking, and long-term parking solutions to mitigate concerns around potential loss of car parking sites on Canal Quarter in line with the recently approved Lancaster City Centre Parking Strategy.	Phase 3 – Q3 26/27 Phase 4 – Q4 26/27 Phase 5 – Q1 28/29	Delivery	22/07/25	G	G	G
I	S			<a href="#">Our Future Coast</a>	We are currently monitoring the installations. Although there has been some damage, most are proving successful so far.  We plan to install more items in the coming months and continue with the monitoring.	** Q1 27/28	Delivery	25/07/25	G	G	G
I				Fair Work Charter	Report to follow	** Q1 25/26	Delivery	N/A	X	X	X
I				<a href="#">1 Lodge Street Urgent Structural Repairs</a>	The layout of the ground floor of the Former Carriage Works is now established and mostly plastered and painted. Work has slowed on site whilst the M&E Design has been advanced which has required detailed input from various parties. This will be the main focus of the next phase of works subject to confirmation of viability.	Q3 27/28	Delivery	22/07/25	A	A	A
I		H		<a href="#">Centenary House</a> (formerly reported on as Morecambe Co-op Building Renovation)	The externally funded budget for this project is constrained by being applicable only to capital expenditure. The planned work in the next phase requires design input – revenue expenditure. The developer partner would’ve undertaken this as part of the development of their design proposals, but now can’t due to their withdrawal.  Development of a tender brief to secure a housing developer partner is underway. Alongside this, a Cabinet report is due in the next period that seeks authority for the procurement. This action aims to ensure the council can meet its funding targets.	Q1 26/27	Delivery	29/07/25	A	A	G
I			R	<a href="#">Frontierland</a>	The Competitive Dialogue Procurement is progressing and has successfully completed the Introductory Dialogue and Legal Dialogue sessions. This has built understanding of all parties and their respective positions. With the Legal Dialogue for this stage now complete, the updated Heads of Terms have been issued. There has been some slippage in the programme, pushing timescales back.	Current phase – Q4 25/26	Delivery	29/07/25	A	G	G
I				<a href="#">Heysham Gateway</a>	A Pre-Planning Application has been submitted and meetings have been held with city council planning officers and as we continue to move through the formal protocols. Resources have been identified by County Council for part funding, and City Council officers are working through the information required for progressing with the project.  Community consultation was completed, and results will be being integrated into the future full planning application. Responses were generally positive.  The project may move to a market-based offer process and / or procurement to investigate whether a developer/investor partner can be secured to take the proposal further.  Main Imperial Road site has been included in a national Government call for Artificial Intelligence Growth Zone led by Lancaster University. Outcome of this is awaited.	Current phase – Q4 25/26	Detailed Design	22/07/25	A	A	A
I		H		Canal Quarter - Coopers Field	On hold	On hold	On hold	N/A	H	H	H
I		H		<a href="#">Eden Project Morecambe</a>	The project has completed a re-baselining of costs, design and programme which has demonstrated that the project is still deliverable for the funding available and is able to achieve the outputs and outcomes required. The	** Q2 28/29	Detailed Design	28/07/25	G	G	G

				latest design has been released to the Public. The Eden Project Director is now in post and has an office in Morecambe Town Hall. Design is progressing through RIBA Stage 2 On site surveys have also commenced.						
I	S			<a href="#">Lune Flood Protection, Caton Road</a>  Project (as is) has been brought to a close pending discussions with developer and development of mutual benefits at this location.  We have reasonably completed all works to gateway 1 and closed down this project with the consultant.  We are now working with the developer to deliver outcomes required of this project. This is the particular aspect of bringing forward the attenuation and storage to manage surface water.	Unknown, dependent on developer proposals	Feasibility	25/07/25	G	G	G
I		H		Williamson Park (Café and Play Development)  OBR working group has commenced and have reviewed the Alliance Leisure RIBA S1 business case which reports a turn key project at £3.2M investment. Local architects Harrison Pitts have now presented RIBA S1 feasibility which are scoped in the region of £1.5M and £3.4M. Operational Teams are working on temporary catering offer for the summer period given the decision to close the cafe in the long term.  Procurement has taken place in regard to the demolition of the current structure and a principle designer has been selected for the demolition part of the project."	Unknown due to current stage.	Feasibility	24/06/25	X	X	X

				A Sustainable District (Environmental)							
Priority				Project Name	Update	Due Date	Stage	Updated	Status		
									Plan	Cost	Scope
		S		<a href="#">Burrow Beck Solar Farm</a> (part of Carbon Neutral Programme)	<p>Following the procurement process a contractor – Alt Solar of Alt Group – has been appointed to the project. A good fixed-price was obtained for delivery of the solar farm project.</p> <p>Officers have worked with Alt-Group and contractors to begin completing the pre-commencement planning conditions to the Burrow Beck site, including the installation of Tree root protection and trackways on site, road condition surveys, installation of road traffic management, and ensuring the Economy and Skills plan meets requirements.</p> <p>A meeting was held with local residents groups to explain the project, provide them with headlines dates for the project and to answer queries and set expectations.</p> <p>Energisation of the site expected November 2025.</p>	Q2 25/26 (Nov 25)	Delivery	22/07/25	G	G	G
g		S		<a href="#">Public Sector Decarbonisation Scheme Phase 3c</a> (part of Carbon Neutral Programme)	<p>A review by Cabinet on 3<sup>rd</sup> June led to the decision to bring the project forward but to rescope and focus on the Storey and Williamson Park. The intended works to City Lab have been paused until an alternative avenue for funding can be sourced.</p> <p>Following this a project change request has been submitted to external funders Salix. Consultants Ridge have calculated energy usage at the two sites to be much higher than the initial Council’s Salix bid so it is hoped that by demonstrating a greater increase in energy saving the total amount of funding originally awarded will still be maximised.</p> <p>Following the project rescope the open market tender process for a Principle Contractor (PC) has been concluded, and we are now awaiting contract signing with Alternative Heat.</p> <p>Planning Applications continue to be developed for the 2 sites, remaining cognisant of their historic listed status and complex requirements.</p> <p>District Network Operator (DNO – Electricity North West) approval for upgrading connections at the sites has been received.</p>	Q4 25/26 (Mar 26)	Detailed Design	24/07/25	A	G	G
		S	R	<a href="#">Salt Ayre Data Centre</a>	<p>Project has been approved by cabinet and development pool funding released.</p> <p>Additional monitoring has been added to swimming pool heating system to determine detailed heating requirements and areas of improvement.</p> <p>Architects have been engaged with to create detailed designs.</p> <p>Certified Energy Efficient Datacenter Award (CEEDA) have been engaged with to support aligning design with accreditation.</p> <p>Specialist support has been engaged with to support ensuring compatibility across all elements of the design and technical recommendations.</p>	TBC	Detailed Design	21/07/25	X	G	G

	S			<a href="#">Roof Mounted Solar Array – Gateway, White Lund</a> (part of Carbon Neutral Programme)	<p>EPC (Engineering, Procurement and Construction) Contractor Alt Group (Alt Solar) has been appointed to undertake the Burrow Beck and roof-mounted solar project at Gateway.</p> <p>Anderton Gables surveyed the roof and provided detailed 2-D designs for the solar array, accounting for the existing skylights.</p> <p>A meeting with the company that had previously undertaken roofing coating repairs was arranged to clarify the implications of roof solar mounts on the warranty of the roof coating. They had no undue concerns but proposed condition survey pre and post-installation to ensure any damage was noted.</p> <p>A meeting with Gateway tenants to announce the project and allow for questions was held by Alt Group and LCC. They seemed satisfied as long as disruption to their businesses was minimised as much as possible.</p>	** Q4 25/26 (Mar 26)	Detailed Design	25/07/25	G	G	G
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			Healthy & Happy Communities (Social)							
Priority			Project Name	Update	Due Date	Stage	Updated	Status		
								Plan	Cost	Scope
	S	H	<a href="#">My Mainway</a> (part of Homes Programme)	<p>Finalisation of business plan development for Skerton School and the wider Mainway regeneration continues with support from MIAA. Recommendations which strengthen project governance are now fully embedded and operating effectively. The business case(s) and project planning is at an advanced stage. While behind the original schedule, with close consultation with the Programme Board, it is significantly more developed and aligned with strategic priorities.</p> <p>Financial viability modelling has progressed, including bench marking visits to other social housing providers exploring alternative procurement strategies and project development and funding options. Final Procurement and Finance sub-group inputs will be incorporated to the business case ahead of officer and member engagement events in September and recommendations for an anticipated cabinet report in October.</p> <p>Bidding has opened for the Council housebuilding support (CHSF) fund. The project team has prepared an application, including a future procurement of Skerton.</p> <p>Extensive remedial work to make safe cladding at Bridge House is now complete, highlighting the underlying challenges driving regeneration.</p>	** Q4 27/28	Detailed Business Case	07/08/25	R	G	A

				A Co-operative, Kind and Responsible Council (Governance)											
Priority				Project Name	Update	Due Date	Stage	Updated	Status						
									Plan	Cost	Scope				
			R	<a href="#">Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)</a>	The majority of the phase 1 projects are still progressing and set to deliver the intended benefits. Several new phase 2 projects commenced in June, with others to follow in July and August. Benefits from the phase 2 projects are unlikely to be seen until the 26/27 financial year. The projects sit across all 7 Council services.	Phase 1 & 2 from Q3 24/25 to Q4 26/27	Delivery	22/07/25	A	G	G				
I		H	R	<a href="#">UK Shared Prosperity Fund (UKSPF)</a>	The project is in full delivery phase. 20 projects have received funding awards following internal democratic decision-making involving officers and cabinet members. Officers monitor each project on a quarterly basis and at this stage the overall programme is on track for successful delivery.	** Current Phase – Q4 24/25	Delivery	05/08/25	G	G	G				
			R	High-Capacity Fibre Cable Network Provision (part of Digital Programme)	Project review report to follow.	N/A	Closed	N/A	C	C	C				
	S		R	<a href="#">White Lund Depot</a>	<ul style="list-style-type: none"><li><b>Phase 1:</b> the installation and handover of the new modular buildings (Canteen, Welfare facility and Office) was completed January 17<sup>th</sup> 2025, and is now in defects period.</li><li><b>Phase 2:</b> the demolition of the old Office block commences 7<sup>th</sup> July, with a 4 week programme. All works expected to be completed by end Q2.</li><li><b>Other works:</b> there are various periphery works which have arisen due to the installations and demolitions, such as ground works, safe pedestrian walk ways, demolition of the small old Canteen building, amendments to external lighting etc. This is expected to be concluded by the end of Q2.</li></ul>	Demolition Q2 25/26	Delivery	04/07/25	G	G	G				

<b>CABINET</b>
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## Strategic Risk Management 16 September 2025

### Report of Chief Executive

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

#### RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

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

#### 1.0 Introduction

- 1.1 Quarter one 25/26 Strategic Risk Report as updated by Leadership Team to be seen by Cabinet to be noted.

#### 2.0 Proposal Details

##### Change from 4x4 to 5x5 impact vs likelihood matrix

- 2.1 Following the recommendations of some consultancy work we commissioned on risk management, the impact vs likelihood matrix has been changed from a 4 x 4 to a 5 x 5. This will:
- Bring us into line with best practice
  - Allow greater differentiation of risk severity
- 2.2 As part of the above change, a new risk rating colour has been introduced. Risk scoring is now as follows:

<b>Impact</b>	<b>Catastrophic</b> <b>5</b>	<b>5</b> <b>Low</b>	<b>10</b> <b>Moderate</b>	<b>15</b> <b>High</b>	<b>20</b> <b>High</b>	<b>25</b> <b>High</b>
	<b>Major</b> <b>4</b>	<b>4</b> <b>Low</b>	<b>8</b> <b>Moderate</b>	<b>12</b> <b>Moderate</b>	<b>16</b> <b>High</b>	<b>20</b> <b>High</b>
	<b>Moderate</b> <b>3</b>	<b>3</b> <b>Very Low</b>	<b>6</b> <b>Low</b>	<b>9</b> <b>Moderate</b>	<b>12</b> <b>Moderate</b>	<b>15</b> <b>High</b>
	<b>Minor</b> <b>2</b>	<b>2</b> <b>Very Low</b>	<b>4</b> <b>Low</b>	<b>6</b> <b>Low</b>	<b>8</b> <b>Moderate</b>	<b>10</b> <b>Moderate</b>
	<b>Insignificant</b> <b>1</b>	<b>1</b> <b>Very low</b>	<b>2</b> <b>Very Low</b>	<b>3</b> <b>Very Low</b>	<b>4</b> <b>Low</b>	<b>5</b> <b>Low</b>
		<b>Remote</b> <b>1</b>	<b>Unlikely</b> <b>2</b>	<b>Possible</b> <b>3</b>	<b>Highly Likely</b> <b>4</b>	<b>Almost Certain</b> <b>5</b>
		<b>Likelihood</b>				

2.3 All strategic risks will be reviewed quarterly, with the exception of those which are red rated, which will be reviewed monthly.

2.4 The scoring on all strategic risks has been reworked so that they all score on the newly introduced 5 x 5 matrix for this report.

2.5 The changes have resulted in there being no red (high) risks, with 7 amber risks across the restricted and unrestricted risk registers. Under the 4 x 4 matrix there would have been 3 red risks open.

2.6 There are currently 25 Strategic Risks open on the register.

2.7 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 13<sup>th</sup> May to 17<sup>th</sup> July 2025, including some minor amendments made on 2<sup>nd</sup> September 2025. Changes are highlighted using red text, excluding the new scoring, as all risks scored have been reworked following the introduction of the 5 x 5 matrix. A summary of the main changes is as follows:

- Risk reviews have been run against all 25 Strategic Risks.
- The risk name and description for risk SR02 have been updated to reflect planning for the next financial year.
- Control measure details have been updated or added for risks SR03, SR07, SR16, SR20, SR24 and SR29.
- Action plan descriptions have been updated or added for risks SR04, SR06, SR08, SR09, SR14, SR24 and SR28.
- Action plan due dates have been updated for risks SR04, SR05, SR06, SR08, SR09, SR14, SR20, SR24 and SR28.
- Under the new risk matrix and scoring, all of the council's Strategic Risks are within the risk appetite. It is worth noting that the risk appetite levels are due to be reviewed later this year, following the changes to the matrix and some other changes in the risk management policy.

- Risk SR26 which related to increasing costs of temporary accommodation for the homeless has been closed as a strategic risk, following significant progress in reduction of B&B costs. The risk will continue to be monitored at an operational (service) level.

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

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

### 3.0 Details of Consultation

3.1 Not applicable

### 4.0 Options and Options Analysis (including risk assessment)

4.1 Not applicable

### 5.0 Officer Preferred Option (and comments)

5.1 Cabinet to note the Council's Strategic Risks.

### 6.0 Conclusion

6.1 Cabinet to note the Council's Strategic Risks.

## RELATIONSHIP TO POLICY FRAMEWORK

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

## CONCLUSION OF IMPACT ASSESSMENT

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

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

## LEGAL IMPLICATIONS

No direct legal implications arising from this report.

### **FINANCIAL IMPLICATIONS**

No direct financial implications arising from this report.

### **OTHER RESOURCE IMPLICATIONS**

#### **Human Resources:**

No direct HR implications arising from this report.

#### **Information Services:**

No direct ICT implications arising from this report.

#### **Property:**

No direct property implications arising from this report.

#### **Open Spaces:**

No direct open spaces implications arising from this report.

### **SECTION 151 OFFICER'S COMMENTS**

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

### **DEPUTY MONITORING OFFICER'S COMMENTS**

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

### **BACKGROUND PAPERS**

None.

**Contact Officer:** Claire Dubelbeis, Projects and Performance Manager

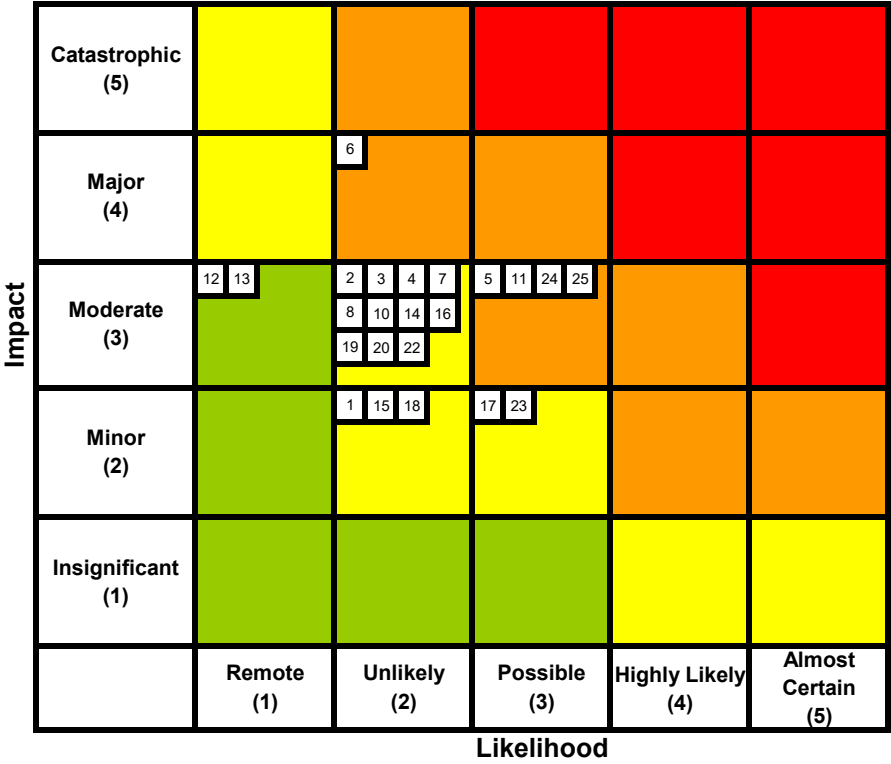
**Telephone:** 01524 582505

**E-mail:** CDubelbeis@lancaster.gov.uk

**Ref:** N/A



Strategic Risk Register - Risk Map 17.07.25



NOTE 1: All risks have been reviewed in the run up to 17th July 2025

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

NOTE 3: Only risks which are unrestricted are shown.

Risk No.	Risk & Owner	Risk Description	Residual Risk Score (Impact x Likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level (Impact x Likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action			Review Comment
											Plan Due Date	Date Last Reviewed		
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability.  Mark Davies Paul Thompson	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability.  Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	15/07/2025		Risks re-scored following update to matrix on Marks behalf.
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy								
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services								
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel								
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.								
					Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.								
					Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.								
					Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.								
2	SR02 The Council fails to meet the 2026/27 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects.  Mark Davies Paul Thompson	The Council fails to meet the 2026/27 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects.  Link to Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Reserves Policy	Reserves Policy	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.  NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	15/07/2025		Risks re-scored following update to matrix on Mark Davies behalf.
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects								
					Programme Managers	Programme Managers in place for specific programmes								
					Programme Delivery Board	Programme Delivery Board								
					Cabinet Portfolio Holder	Cabinet Portfolio Holder								
					Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years.	Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years								
					Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.								

				Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.					
				Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.					
				Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance.					
					As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond					
				Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.					
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver.	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities.	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk. 25-26 is year 3 of the People Plan.	6 (3x2)		16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix.
	Alex Kinch	Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities			Annual Appraisal Process	Annual Appraisal Process embedded				
					Pay and Grading Structure	Pay and Grading Structure - The pay and grading structure and 2019 job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale.				
						Recent experience suggests that this assisted in attracting applicants with the desired skills and values				
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects.	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets.	6 (3x2)	Property Financial	Use of Council Assets	Capital Strategy Group	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson 31/03/2026 02/07/2025
		Link to Council Plan 24-27: 4.5 Innovative Public Service			Use of Council Assets	Ongoing OBR workstream reviewing assets				
	Joanne Wilkinson				Use of Council Assets	Performance monitoring of leases implemented		Council Assets	Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood 31/03/2026
					Use of Council Assets	Budget Monitoring				
					Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.				

					Use of Council assets	Appointed Eckersleys to support the council in asset disposal.							
					Use of Council Assets	Stock Condition Surveys for property group completed		Council Assets	Upgrade Asset Management system to CPM this should assist with better property management - fully interfaced system	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026		
					Use of Council Assets	Asset Management Strategy in place.							
					Use of Council Assets	Officer energy fit for the future group completed recommendations and report produced presented at OBR Assets							
					Use of Commercial Assets	Commercial Manager post recruited to.							
					Use of Commercial Assets	Estates Improvement Plan developed							
					Use of Council Assets	10 year capital programme developed and fed through the budget							
					Use of Council Assets	Energy Officer recruited to support reductions in utility costs awaiting start date.							
					Use of Council Assets	Project Officer recruited to - to support delivery of increased capital / revenue projects for next three years.							
					Council Assets	Climate Statement finalised and published with clear actions around improvements.							
5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.  Kirstie Banks-Lyon Alex Kinch	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	9 (3x3)	Financial	Resourcing the emergency response function	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers.	6 (3x2)	Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/08/2025	16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix.
					District emergency	Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event.		Adaptation Schemes	The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme.	Paul Blakeley Jonathan Noad	31/03/2025		
					Business Continuity Plans	Business Continuity Plans							
					National Emergency (such as a pandemic)	LRF plans.							
					Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.							
					Business Resilience	Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working.							
					Partnerships	Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners.							

				County wide emergency (such as widespread loss of power and extreme weather events)	The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.								
				Financial Planning	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.								
				Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.								
6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.  Mark Cassidy	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review.  Link to Council Plan 24-27: 1.1 Carbon Zero	8 (4x2)	Strategy Project / Programme	Delivery plan in place	Climate Change Action Plan - the Climate and Nature Strategy will supersede this	8 (4x2)	(i) Climate and Nature Strategy (ii) Annual Climate Report (to be presented to Cabinet)	The Council continues to work on the delivery of its CaNS and the date for delivery is likely to be early-June.	Mark Davies	31/12/2025	01/07/2025	The remaining actions associated with this risk has been split into two sections. The first relates to the Climate and Nature Strategy(CaNS) which has been delayed due to other climate work associated with time-limited projects. The CaNS will still be delivered this year, and the Portfolio Holder has been updated (June 26 2025).  The second part of the risk is new, and relates to the 1st Annual Climate Report, which will be prepared for Cabinet at the end of each calendar year, starting in December 2025. This will set out the progress on an annual basis for reducing CO2 emissions and the ambition to reach net zero by 2030.
				Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans								
				Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	Local Area Energy Plan (LAEP )has been adopted by Cabinet (Oct 2024) and it set out the district's most cost-effective pathways to net zero.  Climate and Nature Strategy (CaNS) is funded by a UKSPF award and will be the Council's Climate and Nature Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan.		(ii) Local Area Energy Plan	LAEP sets out a long-term vision for decarbonising the district by 2040 and looks beyond the council's own 2030 target for its direct activities. The LAEP sets out the changes required to transition the Lancaster district energy system and built environment to net zero while also addressing fuel poverty. It details what changes are required, where, when and by whom. Since the last review the LAEP has been formally adopted by this Council. Next stages for implementation are being considered, but are likely to require UKSPF assistance given resource constraints (staffing) during the remainder of the calendar year (delievry of other decarbonisation projects)	Mark Cassidy	30/09/2025			
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes.  Mark Davies Luke Gorst Paul Thompson	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years.  Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy	Carbon Zero +	More details can be found on our website: <a href="https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates">https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates</a>	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	15/07/2025	Risks re-scored following update to matrix on Mark Davies behalf.
				Medium Term Financial Strategy (MTFS)	MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities.								
				Programme Management	Programme Management - in place to ensure strategy is followed and monitored on a regular basis.								

				Corporate Plan / Plan 2030	Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.							
				Fit for the Future	Fit for the Future is a strategic programme that assists in the balance of Council plan and MTFS							
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources.  Mark Davies	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced.  Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	People Financial	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme  The Council continues to resource key service teams in Planning, economic development, regeneration, property investment  Collaborative Working  Partnership Working  Capital Programme  Funding the Future Strategy	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme  The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.  We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.  Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.  Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.  Funding the Future Strategy	3 (3x1)	Local Plan  Reserves  People Plan	Local Plan, due to be adopted in June 28  Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.  3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Mark Cassidy Mark Davies  Mark Davies Paul Thompson  Alex Kinch	30/06/2028  30/01/2026  31/03/2026	Risk re-scored following matrix update on Mark Davies behalf.
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.  Mark Davies	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.  Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Strategy Governance Operations People Project / Programme Financial	Continued monitoring and horizon scanning of Government policy  Clear and focused Council strategy to maximise alignment with Government policy and resourcing  Strategic Plans	Continued monitoring and horizon scanning of Government policy  Clear and focused Council strategy to maximise alignment with Government policy and resourcing  Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy	6 (3x2)				15/07/2025	Risk re-scored following update to matrix on Mark Davies behalf.

11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.  Mark Davies	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.  This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register.	9 (3x3)	Strategy Operations Security Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues  Strategic responsiveness through continued risk management review  Agility and Resilience  Strategic risk management approach	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues  Strategic responsiveness through continued risk management review  Agility and Resilience - Continue to develop agility and resilience across the organisation  Strategic risk management approach	9 (3x3)				15/07/2025	Risk re-scored following matrix update on Mark Davies behalf.
12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.  Mark Davies Paul Thompson	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.  Link to Council Plan 24-27: 4.5 Innovative Public Service	3 (3x1)	Strategy Financial	Budget Development  OBR / Fit for the Future	Comprehensive, robust and transparent approach to budget development and service delivery.  Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	3 (3x1)				15/07/2025	Risk re-scored following matrix update on Mark Davies behalf.
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District .  Mark Davies	SR13 The Council's reputation is damaged through its own actions or actions of others in the District.  Link to Council Plan 24-27: 3.4 Community Engagement	3 (3x1)	Strategy People	Communications  Strategic Management of Activities  Delivery of Services  Strategic communication	Pro-active communications and transparency  Strategic management of all Council activities to ensure continued high reputation  Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council.  Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation	3 (3x1)				15/07/2025	MD reviewed - as is
14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services.  Mark Davies Paul Thompson	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services.  Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Operations Financial	Budget and Performance Panel  Reserves Policy  Continue financial forecasting	Budget and Performance Panel  Reserves Policy  Continue financial forecasting and scenario planning e.g. for energy costs	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures  Council has approved the construction of a Solar Farm at Burrow Beck and also the development of a new Data Centre at Salt Ayre. Both will have a positive impact on the Council's sustainability ambitions but also income generation and cost reduction	Mark Davies Paul Thompson 31/03/2026	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies



								Level of Reserves	As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term.	Paul Thompson	31/03/2026		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district.  Joanne Wilkinson <del>Mark Davies</del> <del>Jonathan Noad</del>	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district.  Link to Council Plan 24-27: 4.5 Innovative Public Services; 4.1 Value for money	4 (2x2)	Strategy	Asset Management Plan	Asset Management Plan	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	27/09/2024	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies. Owner transferred to Jo Wilkinson
					Continuous review of assets and infrastructure	Continuous review of assets and infrastructure							
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses.  Mark Davies Alex Kinch	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses.  Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	Strategy	Corporate Plan Policy Framework	Corporate Plan Policy Framework	2 (1x2)					16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix and action added as control measure.
					Continuous review of strategy and policy	Continuous review of strategy and policy, and alignment with service delivery.							
					LGA Workshop with Members	These took place in September 2023.							
					CPC review and action plan.	CPC review and action plan. Action Plans have now been added into Service Plans.							
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.  Mark Davies Luke Gorst	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.  Link to Council Plan 24-27: 4.6 Openness	6 (2x3)	Legal	Corporate Governance	Corporate Governance	6 (2x3)					15/07/2025	MD reviewed - as is
					Continuous review of governance processes	Continuous review of governance processes to ensure they are fit for purpose							
					Annual Governance Statement and Code of Corporate Governance	The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts.  The Council has reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).							



				Training and development	Ongoing training and development to ensure staff and members are equipped to follow governance requirements.								
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.  Jonathan Noad Mark Davies	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.  Link to Council Plan 24-27: 2.4 Investment and Regeneration	4 (2x2)	Project / Programme	Programme Management	Programme Management	2 (1x2)	Development of a Canal Quarter Masterplan	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities. This now needs to be updated to preparing a business case for investment options to deliver adopted masterplan.	Jonathan Noad	31/03/2025	17/07/2025	Risk re-scored to reflect updated scoring so that the numbers add up. Owner transferred to Jonathan Noad
19	SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings.  Dennis Graham Paul Mackie Joanne Wilkinson	LCC has three high rise buildings which now fall under the Building Safety Act 2022, and require registration with the Building Safety Executive (BSE). There are numerous risks around non-compliance.  Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safety review.	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie	30/09/2025	02/07/2025	Limited change - safety case files not yet called in, but will be reviewed following cladding survey results which should be due in next quarter. Bridge House now has 16 residents residing in it as the decant strategy is underway. Work to remove the front cladding on one elevation of Bridge House is commencing in July.
					Registration with BSE for high rise blocks	Fire safety works being completed.							
					Registration with BSE for high rise blocks	Fire door audits being undertaken							
					Registration with BSE for high rise blocks	Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed.							
					Registration with BSE for high rise blocks	Tenants Voice group established							
					Registration with BSE for high rise blocks	Registration of blocks with BSE complete							
					Registration with BSE for high rise blocks	On-going and regular campaigns on fire safety undertaken with residents.							
					Registration with BSE for high rise blocks	Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing decision.							
					Registration with BSE of high rise blocks	Building Safety Case files prepared ready for call in.							
					Non compliance with BSE	Commissioned external cladding survey for Park House - results due over the summer (survey results being chased).							
					Non compliance with BSE	Information updated on improved intranet pages							
					Non- compliance with BSE	Resident engagement strategy for building safety approved							
					Non-compliance with BSE	Ongoing and regular dialogue with LFRS including site visits							

20	SR21 Non compliance with Regulator of Social Housing Standards.  Dennis Graham Joanne Wilkinson Pete Linsley	The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve performance against new requirements.  Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning	2 (2x1)				02/07/2025	Limited change. Continue to keep abreast of what's going on through the sector. Recent announcements include - details of professionalisation, changes to electrical safety requirements, updates on Awaabs Law etc... Annual meeting with the regulator booked for middle of July.	
					Social Housing Regulation	Action planning within the service occurs in preparation for changes							
					Social Housing Regulation	Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.							
					Social Housing Regulation	Service Improvement Plan well established							
					Social Housing Regulation	Annual self assessment undertaken against current standards							
					Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.							
					Social Housing Regulation	Various external audits utilised e.g. TPAS, Resolve, Pennington Choices							
					Social Housing Regulation	Breaches Policy in place							
22	SR24 ICT Data Centre  Paul Thompson	Data Centre is dated and improvements needed to satisfy future demand.  Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Technology	Air conditioning in place to keep the data centre at optimal temperature		6 (3x2)	Data Centre	Business case to be presented to CAG 15th May. Once considered the aim is for it be presented to June/ July Cabinet for formal approval and release from the Development Pool	Nick Goulden Paul Thompson	31/07/2025	16/07/2025	Risk rescored and further control measure added.
					Back up Date Centre at SALC								
					Regular fire safety servicing carried out								
					Water ingress alerts	To alert all ICT senior managers to any water detected in data centre							
					Cabinet have approved money for the build of a new data centre at SALC	Cabinet have approved money for the build of a new data centre at SALC							
23	SR27 - Waste Strategy  Will Griffith	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026).  Link to Council Plan 24-27: 1.5 Reduced Waste	6 (2x3)	Strategy Financial	Fit for Future Waste Group and Waste Implementation Officer Working Group.	Regular meeting with officers and members taking place to ensure milestones are met.	2 (1x2)	Waste Strategy Implementation	Officer working groups and relevant sub groups have started in order to develop a project delivery plan.	Will Griffith	31/03/2026	17/07/2025	Risk re-scored to ensure the scoring adds up, following update to matrix.
24	SR28 Delivery of Mainway Project  Joanne Wilkinson	Delivery of the Mainway project is not executed as planned.  Potential Consequences - Reputational risk and loss of trust from residents, risk around finances and health and safety implications. Delays could also put pressure on staff resources.  This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024)	9 (3x3)	Project / Programme	Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level.	4 (2x2)	Mainway project	Procurement of next stages to be completed	Joanne Wilkinson	31/03/2027	02/07/2025	MIAA have nearly completed PBC for Mainway / Skerton case. Ongoing engagement with Homes England now further details of AHP funding has been released. Regular meeting of Programme Board.
					Mianway project	Fortnightly project team meetings reviewing progress.							
					Mainway project	Additional resource put into the project by way of Andrew Whittaker moving into a dedicated Lancaster City Council Development Manager post to support the success of this over the course of 23/24		Mainway project	Lune and Derby Houses to be disposed of	Joanne Wilkinson	31/12/2025		
								Mainway project	Masterplan to be completed	Joanne Wilkinson	31/03/2026		

				Mainway project	Demolition of school site completed						
				Mainway project	Regular meetings with Homes England taking place to keep them abreast of developments		Mainway project	Applications for funding to be submitted where relevant.	Joanne Wilkinson	31/03/2026	
				Mainway project	Financial model put forward to Link						
				Mainway project	Planning application approved for Phase 1a and b						
				Mainway project	Various and ongoing engagement events / information sessions with residents and councillors						
				Mainway project	New governance structure with Project Board, Scrutiny Group and sub-groups established.						
				Mainway project	MIAA audit review completed						
				Mainway project	MIAA supporting with PBC for Mainway.						
25	SR29 - Local Government Reorganisation  Mark Davies	In December 2024 the government told local authorities across the UK that Local Government Reorganisation (LGR) will be brought in for geographical areas who have not yet participated. The aim being to create Council's with a population of 500k, or more, in most cases to provide efficiency benefits in the delivery of services. In the short term, whilst these changes are being implemented, this can lead to a number of risks to the delivery of local services. The main concerns being delivering the Ambitions as stated in the Council Plan 24-27 and the risk of staff leaving the Council causing problems in the delivery of services.	9 (3x3)	Strategy Governance Operations People Project / Programme	Regular discussions at LT and with Members	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group	3 (1x3)			16/07/2025	Actions moved to be control measures
					LGR Steering Group	Set up LGR steering group for Cabinet and senior officers					
					Liaise with Management from nearby Lancashire Authorities	Liaise with Management from nearby Lancashire Authorities to understand their thinking and positions.					

16/07/2025    Actions moved to be control measures

Document is Restricted

<b>CABINET</b>
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## Delivering Our Priorities: Q1 2025/26 16 September 2025

### Report of Chief Executive & s151 Officer

PURPOSE OF REPORT				
To provide members with an update on financial performance during the first quarter of 2025/26 (April – June 2025).				
Key Decision	<b>N</b>	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision		N/A		
This report is public				

#### RECOMMENDATIONS OF COUNCILLOR HAMILTON-COX

That Cabinet

- (1) Consider the update on financial performance for Quarter 1 2025/26.

#### 1.0 INTRODUCTION

- 1.1 The primary purpose of this report is to present information relating to the Council's financial performance for the period April-June 2025, which can be found within the appendices.

#### 2.0 FINANCIAL MONITORING

- 2.1 The 2025/26 Budget and Medium-Term Financial Strategy (MTFS) 2025-2030 approved by Council in February 2025 set a balanced budget for the year based on the assumptions made at that time.
- 2.2 All portfolios are required to examine their revenue budgets and meet with their budget holders regularly and reports are submitted to Cabinet and Budget & Performance Panel for review. To enable Portfolio Holders to meet this requirement, Financial Services continually reviews and refreshes how it presents the Council's corporate monitoring information, with the Quarter 1 information distributed members of both committees on 31 July 2025.
- 2.3 In an attempt to aid understanding Members should note that where **projected variances** values are presented with brackets ( ) this reflects a negative, or adverse movement from the budgeted position. Conversely, projected variances accompanied with a + sign represents a positive, or favourable movement from the budgeted position. The following financial appendices accompany the financial monitoring section of this report.

Appendix A: General Fund Service Analysis  
 Appendix B: General Fund Subjective Analysis  
 Appendix C: HRA Service Analysis

Appendix D:	General Fund Capital Projects
Appendix E:	HRA Capital Projects
Appendix F:	Reserves Projected Outturn
Appendix G:	Approved Savings Monitoring
Appendix H:	Service Analysis
Appendix I:	Aged Debt Summary By Service
Appendix J:	Treasury Management Quarterly Update

- 2.4 It should also be noted that **projected outturn figures are monitored against the working budget** and not the original budget within this report. The working budget includes approved virements and in-year budget adjustments. This reduces a number of variances in respect of items such as 'grossing-up' of grant income/expenditure and the movement of employees to different costs centres which is especially needed during times of service restructuring. It provides a more accurate up-to date forecast and eliminates the need for duplicate reporting at service and subjective levels.

### 3.0 SALARY PROJECTIONS

- 3.1 Salary expenditure is one of the largest areas of expenditure in the Council and the latest budgeted pay bill for direct employee expenses is £33.572M (£26.772M General Fund, £6.800M HRA).
- 3.2 As part of the 2025/26 budget setting process, an inflationary uplift of 2.5% was included to salaries across all services of the Council. The National Employers latest offer of an increase of 3.2% on all NJC pay points was agreed in July 2025.

For the purposes of the projected outturn calculations used within this report, the agreed offer of 3.2% has been included. For information, additional annual costs in the region of £0.228M (£0.182M General Fund, £0.046M HRA) have been forecasted.

- 3.3 The latest salary position is detailed in the table below.

Table 1 Quarter 1 Financial Monitoring – Salary Monitoring

	Salaries Variance £'000	Pay Award £'000	Agency Variance £'000	Other Variance £'000	Total Variance £'000
<u>General Fund</u>					
Environment & Place	128	(88)	(5)	41	+76
Governance	81	(12)	(61)	0	+8
Housing & Property	126	(28)	(39)	(78)	(19)
People & Policy	16	(11)	0	0	+5
Planning & Climate Change	189	(18)	0	0	+171
Resources	133	(15)	0	0	+118
Sustainable Growth	122	(10)	0	0	+112
Provision for Staff Turnover	(324)	0	0	0	(324)
<b>TOTAL FAVOURABLE VARIANCE</b>	<b>471</b>	<b>(182)</b>	<b>(105)</b>	<b>(37)</b>	<b>+147</b>
<u>Housing Revenue Account</u>					
Housing & Property	151	(46)	(58)	67	+114
Provision for Staff Turnover	(6)	0	0	0	(6)
<b>TOTAL FAVOURABLE VARIANCE</b>	<b>145</b>	<b>(46)</b>	<b>(58)</b>	<b>67</b>	<b>+108</b>

As the above table demonstrates, the council salary related position as a whole (including the additional pay award, agency and consultancy costs) is expected to be underspent by +£0.255M (£0.147M General Fund, £0.108M HRA). However, it should be noted that this includes an in-year re-assessment of the 'Provision for Staff Turnover' which is estimated at this point in time.

## 4.0 OUTCOMES BASED RESOURCING

- 4.1 As part of the 2025/26 budget setting process, Members approved savings and budget proposals to save the Council £0.025M in 2025/26. The process to implement these savings is now underway and Appendix G details the progress of each proposal.

## 5.0 COMMERCIAL & CORPORATE PROPERTY REVIEW

- 5.1 Following a review of the Council's commercial and corporate property portfolio, Members approved an ongoing programme of capital and revenue works over the next ten years to initially address the immediate issues whilst formulating an ongoing strategy to maintain the asset portfolio. This was included as part of the 2025/26 budget setting process and year one (2025/26) included a base budget amount of £1.541M which once adjusted for inflation amounted to £1.426M for specific work and £0.150M for project management costs.
- 5.2 Common practice with projects of this size, external pressures and constraints such as internal resource demands, contractors availability etc. will result in many sub-projects 'slipping' and therefore the in-year programme is constantly subject to profiling change. Conversely, projects have been brought forward as part of the ongoing review. Usually, this will affect the net position of the Council in terms of net under or overspend being presented. However, it should be noted that any future slippage required will be transferred into the Corporate Property Reserve and therefore for the purposes of the figures presented only true under or overspends will be included in the overall figures.
- 5.3 The following table outlines the latest position of the project.

Table 2 Quarter 1 Financial Monitoring – Corporate Property Review

	Original Budget 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000
<u>Environment &amp; Place</u>					
Hospitality & Events Management	13	13	0	0	+13
Parks & Open Spaces	5	5	0	0	+5
Salt Ayre Leisure Centre	395	395	0	400	(5)
Service Support	159	159	0	450	(291)
Williamson Park	75	75	0	0	+75
<u>Housing &amp; Property</u>					
Commercial Land & Properties	142	142	0	190	(48)
Facilities Management	51	51	0	50	+1
Municipal Buildings	505	505	0	105	+400
Other Land & Buildings	80	80	0	0	+80
<u>Sustainable Growth</u>					
Markets	1	1	0	232	(231)
<b>Total Revenue</b>	<b>1,426</b>	<b>1,426</b>	<b>0</b>	<b>1,427</b>	<b>(1)</b>

A further detailed review will be presented as part of the Quarter 2 update.

## 6.0 GENERAL FUND SUMMARY POSITION

- 6.1 Quarter 1 (Q1) monitoring covers the period for April – July 2025. At the end of Q1 (July 2025) a year end underspend of **£0.374M** is projected against the Council's approved original net revenue budget of **£27.201M**.
- 6.2 A summary of the Q1 revenue position for the main service accounts of the Council is set out in table 3 below with commentary on significant variances provided in the following paragraphs.

Table 3 Quarter 1 Financial Monitoring – Service Analysis

	Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000
Environment & Place	8,105	8,886	8,886	(273)	9,224	(338)
Governance	1,708	1,707	1,707	785	1,774	(67)
Housing & Property	1,605	4,316	4,316	(2,790)	3,789	+527
People & Policy	2,454	2,432	2,432	780	2,461	(29)
Planning & Climate Change	2,004	2,274	2,274	430	2,106	+168
Resources	4,710	5,084	5,084	6,095	4,970	+114
Sustainable Growth	(1,306)	(977)	(977)	(66)	(874)	(103)
Corporate Accounts	1,838	(87)	(87)	26	359	(446)
Other Items	5,661	4,810	4,810	(724)	4,262	+548
<b>Sub Total</b>	<b>26,779</b>	<b>28,445</b>	<b>28,445</b>	<b>4,263</b>	<b>28,071</b>	<b>+374</b>
Net Recharges to Housing Revenue Account	(1,026)	(1,026)	(1,026)	(1,026)	(1,026)	0
RMS Capital Charges (now Housing Revenue Account)	(200)	(218)	(218)	754	(218)	0
Revenue Reserve funded items included in above analysis	3,185	456	826	363	1,991	(1,165)
Revenue Reserve funded items included in above analysis	(3,134)	(456)	(826)	0	(1,991)	+1,165
<b>Sub Total</b>	<b>(1,175)</b>	<b>(1,244)</b>	<b>(1,244)</b>	<b>91</b>	<b>(1,244)</b>	<b>0</b>
<b>General Fund Revenue Budget</b>	<b>25,604</b>	<b>27,201</b>	<b>27,201</b>	<b>4,354</b>	<b>26,827</b>	<b>+374</b>
Financing Income	(14,676)	(15,651)	(15,651)	3,386	(15,651)	0
<b>Council Tax Requirement</b>	<b>10,928</b>	<b>11,550</b>	<b>11,550</b>	<b>7,740</b>	<b>11,176</b>	<b>+374</b>

Environment & Place (-£0.338M) Adverse

## 6.3 Significant budget variances : -

- Pay award (-£0.088M)
- General staff turnover savings +£0.164M due to vacancies across the service offset by overspend within waste collection due to high levels of long-term sickness
- Corporate Property Review (-£0.203M)
- Energy savings across service +£0.092M
- Vehicle hire costs (-£0.070M) within waste collection due to vehicles being off-road for repair as they approach renewal offset by fuel savings due to price +£0.058M
- Significant income shortfalls at SALC, including Spa, Swimming and Café (-£0.157M) partially offset by reduction in stock purchases +£0.032M
- Significant income shortfall relating to trade waste (-£0.050M) in-line with previous years outturn
- Significant income shortfall relating Williamson Park Café and Shop due to closure of buildings (-£0.219M) partially offset by reduction in stock purchases +£0.090M

Governance (-£0.067M) Adverse

## 6.4 Significant budget variances : -

- Pay award (-£0.012M)
- Agency cover for Procurement Officer (-£0.026M) offset by vacant post savings within service +£0.036M
- Reduced Legal Fee income (-£0.037M)
- Street Trading Consent scheme not yet commenced (-£0.020M)

Housing & Property +£0.527M Favourable

## 6.5 Significant budget variances : -

- Pay award (-£0.028M)
- Corporate Property Review +£0.433M
- Reduction in rent income due to commercial property lease changes (-£0.240M)
- Additional rent income due to ongoing lease negotiations +£0.120M, offset by increase in provision for bad debts (see Corporate Accounts)
- Net additional business rates on void units (-£0.297M)
- Reduction in B&B expenditure in line with quality assurance of placements and utilisation of Council voids +£0.541M
- Removal of utilities savings target due to delays in recruitment (-£0.037M)



People & Policy (-£0.029M) Adverse

6.6 Significant budget variance: -

- Pay award (-£0.011M)
- Net impact of Morecambe VIC premises being empty (-£0.035M)

Planning & Climate Change +£0.168M Favourable

6.7 Significant budget variances: -

- Pay award (-£0.018M)
- Vacancies particularly within Planning Advice & Control. A small restructure is being explored to attract more applicants +£0.189M

Resources +£0.114M Favourable

6.8 Significant budget variances: -

- Pay award (-£0.015M)
- Salary savings +£0.132M including key accountancy and ICT vacancies

Sustainable Growth (-£0.103M) Adverse

6.9 Significant budget variances: -

- Pay award (-£0.010M)
- Salary savings +£0.122M which includes 5 vacant Engineer posts and a reduction in post hours
- Corporate Property Review (-£0.231M)

Corporate Accounts (-£0.446M) Adverse

6.10 Significant budget variances: -

- The provision for staff turnover target (-£0.324M) is held within Corporate Services whilst the additional costs/savings generated are attributed to the individual service lines. The council salary related position within the general fund (including the additional pay award, agency and consultancy costs) is expected to be underspent by +£0.147M
- Provision for Bad Debts is anticipated to increase by (-£0.120M)

Other Items +£0.548M Favourable

6.11 Significant budget variances: -

- The new borrowing in 2024/25 was not incurred as anticipated largely due to significant levels of slippage on schemes in the capital programme leading to higher levels of cash balances. Further borrowing anticipated in 2025/26 is not expected until later in the year +£0.182M
- Interest rates have remained higher than the 3.5% forecast in September 2024 due to inflationary pressures. Also cash balances have been higher than forecast largely due to slippage on schemes in the capital programme +£0.146M
- Minimum Revenue Provision (MRP) savings arising due to slippage of schemes in the Capital Programme during 2024/25 and the use of capital receipts to finance short life assets in 2024/25 +£0.221M

6.11 Appendix A: General Fund Service Analysis (Q1) set out the above information in more detail and provides summary percentage variations for variances +/- £0.030M. Appendix H provides additional analysis across individual service areas.

6.12 The revenue position provided within table 3 above is analysed across the Council's subjective headings and is set out in table 4 below.

Table 4 Quarter 1 Financial Monitoring – Subjective Analysis

	Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000
Employees	24,967	27,219	27,283	6,240	27,103	+180
Premises Related Exp	5,634	7,387	7,395	1,750	7,565	(170)
Transport Related Exp	1,661	1,720	1,720	388	1,732	(12)
Supplies and Services	16,743	14,609	17,718	4,223	16,929	+789
Transfer Payments	25,186	21,977	21,977	4,138	21,977	0
Support Services	217	142	160	0	160	0
Capital Charges	0	17	17	0	17	0
Capital Financing Costs	1,146	1,535	1,535	0	1,354	+181
Appropriations	8,858	4,515	4,515	0	4,294	+221
Income	(57,633)	(50,375)	(53,575)	(12,476)	(53,060)	(515)
Capital Financing Inc	0	(300)	(300)	0	0	(300)
<b>Sub Total</b>	<b>26,779</b>	<b>28,446</b>	<b>28,445</b>	<b>4,263</b>	<b>28,071</b>	<b>+374</b>
Net Recharges to Housing Revenue Account	(1,026)	(1,026)	(1,026)	(1,026)	(1,026)	0
RMS Capital Charges (now Housing Revenue Account)	(200)	(218)	(218)	754	(218)	0
Revenue Reserve funded items included in above analysis	3,185	455	826	363	1,991	(1,165)
Revenue Reserve funded items included in above analysis	(3,134)	(456)	(826)	0	(1,991)	+1,165
<b>Sub Total</b>	<b>(1,175)</b>	<b>(1,245)</b>	<b>(1,244)</b>	<b>91</b>	<b>(1,244)</b>	<b>0</b>
<b>General Fund Revenue Budget</b>	<b>25,604</b>	<b>27,201</b>	<b>27,201</b>	<b>4,354</b>	<b>26,827</b>	<b>+374</b>
Financing Income	(14,676)	(15,651)	(15,651)	3,386	(15,651)	0
<b>Council Tax Requirement</b>	<b>10,928</b>	<b>11,550</b>	<b>11,550</b>	<b>7,740</b>	<b>11,176</b>	<b>+374</b>

6.13 Appendix B: General Fund Subjective Analysis covers this information in more detail.

## 7.0 HOUSING REVENUE ACCOUNT SUMMARY POSITION

7.1 As at the end of Q1, a year end overspend against budget of **(-£0.305M)** is projected. A summary of the Q1 revenue position for the HRA is set out in table 5 below.

Table 5 Quarter 1 Financial Monitoring – HRA Service Analysis

	Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000
Policy & Management	2,495	3,071	3,271	681	3,280	(9)
Repairs & Maintenance	7,048	6,704	6,704	1,398	6,694	+10
Welfare Services	(241)	(238)	(238)	(134)	(238)	0
Special Services	221	253	253	122	308	(55)
Miscellaneous Expenses	1,380	1,158	1,158	148	1,145	+13
Income Account	(18,919)	(18,255)	(18,255)	(4,119)	(18,094)	(161)
Capital Charges	(1,373)	7,424	7,424	0	7,424	0
Appropriations	8,872	(634)	(834)	0	(731)	(103)
<b>Sub Total</b>	<b>(517)</b>	<b>(517)</b>	<b>(517)</b>	<b>(1,904)</b>	<b>(212)</b>	<b>(305)</b>
Net Recharges to General Fund	517	517	517	517	517	0
<b>Housing Revenue Account Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,387)</b>	<b>305</b>	<b>(305)</b>

7.2 Significant budget variances: -

- Pay award (-£0.046M)
- General staff turnover savings, net of agency services +£0.161M
- Additional repairs costs relating to defending and settling disrepair claims (-£0.135M)
- Additional rent loss from voids due to ongoing capital projects (-£0.157M)
- Additional council tax on re-lets due to major voids and capital projects (-£0.041M)
- Net saving on utilities costs +£0.041M
- Increase in contribution to reserves to fund Bridge House homeloss payments (-£0.200M)
- Removal of in-year contribution to Flats Planned Maintenance reserve +£0.033M
- Decrease in contribution to bad debt provision +£0.054M

7.3 Appendix C: Housing Revenue Account Service Analysis covers this information in more detail and provides summary percentage variations for variances +/- £30K.

## 8.0 CAPITAL PROJECTS (General Fund & HRA)

- 8.1 At Q1 a year end variance against budget of **(-£2.864M)** (General Fund (-£1.596M), HRA (-£1.268M)) is projected. Summary details for both the General Fund and HRA are set out in table 6 below.

Table 6 Quarter 1 Financial Monitoring – Capital Projects

	Original Budget 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000	Slippage/ (Accelerated Expenditure) £'000
<b>General Fund</b>						
Environment & Place	5,337	5,337	(1,804)	5,397	(60)	33
Housing & Property	2,605	2,605	(920)	1,966	+639	679
People & Policy	0	0	0	0	0	0
Planning & Climate Change	5,533	5,533	(71)	6,566	(1,033)	1,053
Resources	392	392	281	1,453	(1,061)	1,061
Sustainable Growth	730	730	(4,397)	811	(81)	138
Other Items	0	0	5	0	0	0
<b>GENERAL FUND - TOTAL</b>	<b>14,597</b>	<b>14,597</b>	<b>(6,906)</b>	<b>16,193</b>	<b>(1,596)</b>	<b>2,964</b>
<b>Housing Revenue Account</b>						
Adaptations	300	300	61	300	0	0
Energy Efficiency / Boiler Replacement	1,501	1,501	206	1,834	(333)	333
Internal Refurbishment	1,078	1,078	203	963	+115	0
External Refurbishment	637	637	87	855	(218)	218
Environmental Improvements	500	500	50	500	0	0
Re-roofing / Window Renewals	595	595	15	693	(98)	98
Rewiring	88	88	32	128	(40)	40
Lift Replacement	0	42	0	42	0	0
Fire Precaution Works	210	210	62	335	(125)	125
Housing Renewal & Renovation	957	915	327	939	(24)	24
Acquisitions	250	250	67	795	(545)	545
<b>HOUSING REVENUE ACCOUNT - TOTAL</b>	<b>6,116</b>	<b>6,116</b>	<b>1,110</b>	<b>7,384</b>	<b>(1,268)</b>	<b>1,383</b>
<b>GRAND TOTAL</b>	<b>20,713</b>	<b>20,713</b>	<b>(5,796)</b>	<b>23,577</b>	<b>(2,864)</b>	<b>+4,347</b>

- 8.2 The Capital Programme working budget has been adjusted to include the following fully grant funded schemes:

UKSPF Affordable Warmth	£0.038M
UKSPF 25/26 External Projects	£0.163M
REPF 25/26 External Projects	£0.150M
UKSPF 25/26 Local Area Action Plan	£0.095M

Additionally, Wheelie Bins were moved into the main body of the Capital Programme from Schemes under development following the decision by Cabinet on 20<sup>th</sup> May.

- 8.3 The overspending against budget relates to both General Fund and HRA. The table above highlights the slippage and accelerated expenditure, which was approved as part of the provisional outturn 2024/25 report on 31<sup>st</sup> July. Once accounted for, the following differences represent the true latest position of any forecast under/(over)spends :-

- Environment & Place: Fleet replacement programme has an anticipated overspend after slippage of (-£0.027M) due to slippage from 2024/25 being insufficient for the vehicle being replaced.
- Housing & Property: there is an anticipated minor overspend after slippage of (-£0.057M) relating to 1 Lodge Street. This will be managed from the Lancaster HS Heritage Action Zone project (listed under Sustainable Growth within the programme) which is expected to underspend.

- 8.4 With regard to the overall projected adverse variance on the HRA Capital Programme of £1.268M, this is largely caused by slippage from 2024/25 as detailed in the table. As per General Fund, this was approved by Cabinet on 31<sup>st</sup> July. After slippage, a projected underspend of +£0.115M remains on internal refurbishment works. This will continue to be monitored throughout the year.

- 8.5 Appendix D General Fund Capital Projects and Appendix E HRA Capital Projects provide further information and summary commentary.

## 8.0 RESERVES

- 9.1 The Council's General Fund unallocated balances are projected to be **£9.374M**. This does not include the projected net overspend reported here. Overall, the combined level of reserves is forecast to be **£28.343M**. Table 7 Quarter 1 Financial Monitoring – General Fund Reserves provides summary details for both Unallocated and Earmarked Reserves.

Table 7 Quarter 1 Financial Monitoring – General Fund Reserves

	<----- ORIGINAL BUDGET ----->					<----- PROJECTED OUTTURN ----->				
	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026
	£	£	£	£	£	£	£	£	£	£
Unallocated Balances	(8,189,200)	(820,000)	0	316,500	(8,692,700)	(10,027,832)	(820,000)	0	1,473,416	(9,374,416)
Total Earmarked Reserves (Usable)	(15,186,400)	(626,200)	38,000	82,700	(15,691,900)	(16,163,943)	(626,200)	38,000	269,400	(16,486,843)
Total Earmarked Reserves (Ringfenced)	(2,245,300)	(145,000)	0	19,200	(2,371,100)	(2,547,210)	(145,000)	0	210,400	(2,481,810)
Total Combined Reserves	(25,620,900)	(1,591,200)	38,000	418,400	(26,755,700)	(28,738,985)	(1,591,200)	38,000	1,953,216	(28,343,069)

- 9.2 The increase in usage of balances since the budget was approved include :-
- The inclusion of slippage (-£1.244M) as detailed within the Provisional Outturn report which was considered by Cabinet on 31 July 2025
  - Funding for a new fuel tank at White Lund Depot (-£0.025M)
  - Installation and setup costs relating to the Love Clean Streets app (-£0.028M)
  - Hostile vehicle mitigation for organised events (-£0.025M)
  - The installation of the temporary catering offer at Williamson Park and demolition of the café building (-£0.200M)
  - Parking ANPR for Lancaster City Centre (-£0.032M)
  - Additional Microsoft licenses to enable all staff access the council network (-£0.024M)
  - Consultancy works in relation to commercial properties (-£0.035M)
- 9.3 The Council's Housing Revenue Account unallocated balances are projected to be **£0.127M** (deficit). This takes account of the projected net overspend reported here. Overall, the combined level of usable reserves is forecast to be **£1.096M**. Table 8 Quarter 1 Financial Monitoring – Housing Revenue Account Reserves provides summary details for both Unallocated and Earmarked Reserves.

Table 8 Quarter 1 Financial Monitoring – Housing Revenue Account Reserves

	<----- ORIGINAL BUDGET ----->				<----- PROJECTED OUTTURN ----->					
	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026
	£	£	£	£	£	£	£	£	£	£
HRA Unallocated Balances	(76,000)	(26,700)	0	0	(102,700)	(151,800)	(26,700)		305,800	127,300
Total Earmarked Reserves	(2,671,800)	(5,057,900)	4,774,700	944,000	(2,011,000)	(3,303,500)	(5,224,500)	6,097,100	1,207,400	(1,223,500)
Total Combined Reserves	(2,747,800)	(5,084,600)	4,774,700	944,000	(2,113,700)	(3,455,300)	(5,251,200)	6,097,100	1,513,200	(1,096,200)

- 9.4 As the projected net overspend will cause HRA unallocated balances to fall into deficit, the financial health of the HRA is under close review and detailed plans are being developed to address the situation. Work is continuing to closely monitor areas of expenditure known to be under pressure and to evaluate all forecast spends against service priorities. In particular, the various factors which affect the depreciation charge are being reviewed, given the increases seen in recent years. These factors include:
- The quinquennial valuation of dwellings currently underway

- Consideration of the methodology used in reaching a valuation that reflects the current use of the assets (social housing, EUV-SH)
- Assessment of the remaining useful life of properties
- Utilisation via the Major Repairs Reserve, including the potential funding of the self-financing loan principal repayment

It is expected that a majority of these reviews will be completed within quarter 2 and information will be available as part of the quarter 2 update report. Officers are optimistic that these reviews will ease the financial position and ultimately provide for a surplus within the HRA unallocated balances.

These reviews will also feed into the 2026/27 budget-setting process and provide a clear updated net financial position which will allow the opportunity to inform decision making over the medium term.

- 9.5 Appendix F: Reserves Projected Outturn provides further detailed analysis for both funds.
- 9.6 The Council's reserves are used to manage pressures such as the cost of living crisis and also support the work to address the underlying structural deficit through the OBR process. As a result, they are fundamental to ensuring the financial sustainability of the Council as it deals with these pressures and will be kept under review by Officers and Members.

## 10.0 COLLECTION FUND

### Business Rates

- 10.1 At the Autumn Budget on 30<sup>th</sup> October 2024 the Chancellor announced that for 2025/26:
- 2025/26 Multipliers – It was confirmed that the small business rates multiplier would be frozen at 49.9p with the standard multiplier uprated from 54.6p to 55.5p
  - Retail, Hospitality and Leisure Relief – This relief has been decreased from 75% to 40% and the cap has remained the same i.e., £110,000.
  - Removing Charitable Rate Relief from Private Schools – The existing mandatory business rates relief of 80% for private schools with charitable status will end from 1<sup>st</sup> April 2025.

Local authorities will be expected to use their discretionary relief powers (under section 47 of the Local Government Finance Act 1988) to grant Retail, Hospitality and Leisure Relief in line with the relevant eligibility criteria. Authorities are compensated for the cost of granting these reliefs via a section 31 grant from the government.

Section 1 of the Non-Domestic Rating Act (2023) created a mandatory relief to businesses making improvements to properties they occupy. Businesses that have made qualifying improvements may benefit from 100% relief from higher bills for 12 months. The scheme will run until 1<sup>st</sup> April 2029.

- 10.2 The collection rate for Business Rates is currently 27.9%, which is ahead of the profiled target of 26.2%. The annual target is 98.0%.
- 10.3 Business rates monitoring to the end of quarter 1 predicts a favourable variance of +£0.281M. This relates to a lower Levy payment than forecast in budget projections +£0.353M and a change in section 31 grants payable for the current year of (-£0.072M).

### Council Tax

- 10.4 The current collection rate for Council Tax is 27.9% which is in-line with the profiled target of 27.9%. The annual target is 95.0%. The number of Local Council Tax Support claimants at Q1 is 9,282.

## 11.0 WRITE OFFS

- 11.1 Appendix I details the 'Aged Debt Summary by Service'. Note that the analysis does not include any debtors relating to collection fund, housing benefit and HRA housing rents income.
- 11.2 Table 9 below provides details of the debts have been written off by the Council's Revenues and Benefits service in relation to Council Tax, Business Rates and Housing Benefits Overpayments.

Table 9: Write Offs

	Q1	Q3	Q3	Q4	Total
Council Tax	239,172				239,172
Business Rates	209,793				209,793
Housing Benefit Overpayments	6,999				6,999
Housing Rents (HRA)	12,522				12,522
<b>Total</b>	<b>468,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>468,486</b>

- 11.3 The write-off of other sundry debts in excess of £500 must be approved by the Chief Officer (Resources), in consultation with the Chief Officer (Governance). The value of these debts written-off in quarter 1 (including those under £500) is £13,429.
- 11.4 Debts are deemed non recoverable after all reasonable recovery steps have been taken and can be written off in accordance with the Council's Debt Management Policy in a number of circumstances such as unable to trace, uneconomical to pursue, insolvency as well as imprisonment and death.

## 12.0 TREASURY MANAGEMENT

- 12.1 Appendix I gives a quarterly update in respect of treasury management activities and the most recent economic prospects.
- 12.2 The average level of funds available for investment at the end of quarter 1 was £24.99M. In terms of performance against external benchmarks the return on investment at the end of the period was a follows:

Base Rate	– 4.25%
7 day SONIA	– 4.31%
Lancaster City Council	– 4.29%

Details of investment holdings are set out in Appendix J

- 12.3 No new borrowing was undertaken during quarter 1 with cashflow projections indicating that temporary borrowing of around £10M may be required before the end of the financial year. The ultimate amount and timing of this will depend on working capital cashflows in the run up to year end which are kept under close review with a further update being made available at quarter 2.
- 12.4 The Council has operated within the treasury and prudential indicators set out in its Treasury Management Strategy Statement for 2025/26. Appendix I gives an update in respect of prudential indicators showing the current forecast for the year against estimate and last year's actuals.

### RELATIONSHIP TO POLICY FRAMEWORK

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

**CONCLUSION OF IMPACT ASSESSMENT**

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

None directly identifiable, due to the high level nature of this report.

**LEGAL IMPLICATIONS**

There are no legal implications directly arising.

**FINANCIAL IMPLICATIONS**

As set out in the report.

**OTHER RESOURCE IMPLICATIONS****Human Resources / Information Services / Property / Open Spaces:**

References and any related implications are contained within the report and related appendices.

**SECTION 151 OFFICER'S COMMENTS**

The report has been written by the Section 151 Officer.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None.

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**Ref:**



QUARTER 1 FINANCIAL REVENUE MONITORING - GENERAL FUND SERVICE ANALYSIS 2025/26

		Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Budget Amendments 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000	Variance +/- £30K %
Services									
Environment & Place	ASNL and Nature Reserves	104	113	0	113	(126)	113	0	
	Environmental Protection	276	455	0	455	(36)	408	47	+10%
	Fleet Management	(4)	(9)	0	(9)	(5)	(15)	6	
	Food Safety	389	512	0	512	113	508	4	
	Hospitality & Events Management	330	235	0	235	28	206	29	
	Parks & Open Spaces	1,381	1,537	0	1,537	345	1,500	37	+2%
	Pest Control	(36)	(12)	0	(12)	(85)	(12)	0	
	Salt Ayre Leisure Centre	239	1,031	0	1,031	200	1,053	(22)	
	Service Support	670	724	0	724	214	1,020	(296)	(41%)
	Street Cleaning	1,784	1,923	0	1,923	491	1,880	43	+2%
	Streetscape	52	73	0	73	11	73	0	
	Trade Refuse	(787)	(818)	0	(818)	(1,379)	(768)	(50)	(6%)
	Waste Collection	3,239	2,608	0	2,608	(128)	2,693	(85)	(3%)
Governance	Williamson Park	468	514	0	514	84	565	(51)	(10%)
	Democratic Support & Elections	1,044	1,087	0	1,087	465	1,060	27	
	Legal Services	742	665	0	665	310	746	(81)	(12%)
Housing & Property	Licensing	(78)	(45)	0	(45)	10	(32)	(13)	
	Commercial Land & Properties	(1,696)	(1,222)	0	(1,222)	26	(746)	(476)	(39%)
	Customer Services	539	608	0	608	138	631	(23)	
	Facilities Management	593	674	0	674	134	671	3	
	GF Housing Schemes	(39)	(13)	0	(13)	(48)	(38)	25	
	Municipal Buildings	664	1,201	0	1,201	176	775	426	+35%
	Other Land & Buildings	42	122	0	122	20	43	79	+65%
	Private Sector Housing	616	1,565	0	1,565	(3,522)	1,004	561	+36%
	Property Group	777	1,244	0	1,244	251	1,307	(63)	(5%)
	Public Health Services	109	137	0	137	35	142	(5)	
People & Policy	Repairs & Maintenance	0	0	0	0	0	0	0	
	Communications	0	230	0	230	30	218	12	
	Community Connectors	166	0	0	0	0	0	0	
	Emergency Planning & CSP	99	117	0	117	21	117	0	
	Exec Support	196	197	0	197	55	198	(1)	
	Health & Safety	74	67	0	67	14	77	(10)	
	HR & OD	1,193	855	0	855	211	844	11	
	Marketing	226	242	0	242	50	278	(36)	(15%)
	Policy and Partnerships	0	285	0	285	42	249	36	+13%
	Projects & Performance	168	118	0	118	28	124	(6)	
Planning & Climate Change	VCFS	300	321	0	321	310	321	0	
	Visitor Information Centres	32	0	0	0	19	35	(35)	
	DM - Building Control	172	270	0	270	11	270	0	
	DM - Planning	644	822	0	822	214	666	156	+19%
	Energy and Sustainability	294	210	0	210	102	215	(5)	
Resources	Planning & Housing Strategy	894	972	0	972	103	955	17	
	CCTV	66	62	0	62	81	62	0	
	Finance	1,455	1,679	0	1,679	414	1,624	55	+3%
	ICT	1,557	1,789	0	1,789	633	1,730	59	+3%
	Internal Audit	219	172	0	172	77	172	0	
	Revenues & Benefits	1,413	1,382	0	1,382	4,890	1,382	0	
Sustainable Growth	Economic Development & Culture	220	226	0	226	53	226	0	
	Markets	(77)	(53)	0	(53)	(76)	181	(234)	(442%)
	Museums	493	490	0	490	95	510	(20)	
	Parking	(2,700)	(2,733)	0	(2,733)	(248)	(2,747)	14	
	Regeneration	483	546	0	546	61	528	18	
	Strategic Projects & Engineers	275	547	0	547	49	428	119	+22%
		19,280	23,722	0	23,722	4,961	23,450	272	+1%
Corporate Services									
Corporate Accounts	Corporate Accounts	1,838	(87)	0	(87)	26	359	(446)	(513%)
Other Items	Contributions from Reserves	4,517	1,520	0	1,520	0	1,520	0	
	Government Grants	(1,334)	(774)	0	(774)	(530)	(774)	0	
	Interest Payable	1,145	1,534	0	1,534	0	1,353	181	+12%
	Interest Receivable	(1,302)	(465)	0	(465)	(194)	(611)	146	+31%
	Minimum Revenue Provision	2,912	2,924	0	2,924	0	2,703	221	+8%
	Notional Charges	(55)	0	0	0	0	0	0	
	Pandemic Support	0	0	0	0	0	0	0	
	Revenue Funding of Capital	(222)	71	0	71	0	71	0	
	Capital Funding of Revenue	0	0	0	0	0	0	0	
	UKSPF	0	0	0	0	0	0	0	
		7,499	4,723	0	4,723	(698)	4,621	102	+2%
Net Recharges to Housing Revenue Account		(1,026)	(1,026)	0	(1,026)	(1,026)	(1,026)	0	
RMS Capital Charges (now Housing Revenue Account)		(200)	(218)	0	(218)	754	(218)	0	
Revenue Reserve funded items included in above analysis (Revenue)		3,185	456	370	826	363	1,991	(1,165)	(141%)
Revenue Reserve funded items included in above analysis (Appropriati		(3,134)	(456)	(370)	(826)	0	(1,991)	1,165	+141%
General Fund Revenue Budget		25,604	27,201	0	27,201	4,354	26,827	374	+1%
Core Funding :	Revenue Support Grant	(433)	(460)	0	(460)	(112)	(460)	0	
	Additional New Homes Bonus	0	0	0	0	0	0	0	
	Supplementary Government Grants	0	0	0	0	0	0	0	
	Prior Year Council Tax Surplus	141	(280)	0	(280)	0	(280)	0	
	Net Business Rates Income	(14,384)	(14,911)	0	(14,911)	3,498	(14,911)	0	
Council Tax Requirement		10,928	11,550	0	11,550	7,740	11,176	374	+3%

Notes:

1. Income is expressed as a negative figure in brackets

2. Expenditure is expressed as a positive figure

3. Projected Variances are expressed as negative ( ) for adverse and positive + for favourable



**QUARTER 1 FINANCIAL REVENUE MONITORING - GENERAL FUND SUBJECTIVE ANALYSIS 2025/26**

		Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Budget Amendments 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000	Variance +/- £30K %
Employees	Direct Employee Expenses	23,446	26,393	42	26,435	6,067	26,149	286	+1%
	Indirect Employee Expenses	1,521	826	22	848	173	954	(106)	(13%)
	Cleaning and Domestic Supplies	182	177	0	177	51	186	(9)	
	Energy Costs	1,477	1,556	0	1,556	(107)	1,399	157	+10%
	Fixtures and Fittings	0	1	0	1	0	1	0	
	Grounds Maintenance Costs	59	62	0	62	5	62	0	
	Operational Bldgs Allocation	301	352	0	352	67	346	6	
Premises Related Exp	Other Premises Costs	0	(37)	0	(37)	0	0	(37)	(100%)
	Premises Insurance	341	373	0	373	1	373	0	
	Rates	1,533	1,407	0	1,407	1,526	1,704	(297)	(21%)
	Rents	84	66	0	66	38	66	0	
	Repair and Maintenance	1,176	2,951	8	2,959	73	2,974	(15)	
	Water Services	481	479	0	479	96	454	25	
	Car Allowances	15	8	0	8	2	8	0	
	Contract Hire Operating Leases	41	16	0	16	25	86	(70)	(438%)
Transport Related Exp	Direct Transport Costs	1,507	1,582	0	1,582	358	1,524	58	+4%
	Other Transport Costs	0	0	0	0	0	0	0	
	Public Transport	8	20	0	20	3	20	0	
	Transport Insurance	90	94	0	94	0	94	0	
	Catering	37	58	0	58	12	58	0	
	Clothing Uniform and Laundry	145	101	0	101	25	101	0	
	Communications and Computing	1,677	1,737	30	1,767	1,080	1,781	(14)	
	Contribution to Provisions	1,147	250	0	250	0	370	(120)	(48%)
Supplies and Services	Equip Furniture and Materials	1,629	1,650	0	1,650	415	1,547	103	+6%
	Expenses	549	555	4	559	144	559	0	
	General Office Supplies	443	252	0	252	64	248	4	
	Grants and Subscriptions	1,831	1,393	271	1,664	870	1,643	21	
	Miscellaneous Expenses	960	1,320	1,975	3,295	97	2,998	297	+9%
	Services	8,325	7,293	829	8,122	1,516	7,624	498	+6%
Transfer Payments	Housing Benefit	25,186	21,977	0	21,977	4,138	21,977	0	
Support Services	Recharges Exp	217	142	18	160	0	160	0	
Capital Charges	Amortisation of Def Chgs	0	0	0	0	0	0	0	
	Depreciation	0	17	0	17	0	17	0	
Capital Financing Costs	Interest Payments	1,146	1,535	0	1,535	0	1,354	181	+12%
Appropriations	Appropriations	8,858	4,515	0	4,515	0	4,294	221	+5%
	Customer Fees and Charges	(20,696)	(20,141)	(3)	(20,144)	(6,118)	(19,477)	(667)	(3%)
	Government Grants	(29,348)	(25,789)	(2,159)	(27,948)	(4,078)	(27,929)	(19)	
Income	Interest	(1,389)	(543)	0	(543)	(194)	(689)	146	+27%
	Other Grants and Contributions	(2,731)	(2,048)	(1,038)	(3,086)	(1,713)	(3,111)	25	
	Recharges Inc	(3,469)	(1,854)	0	(1,854)	(373)	(1,854)	0	
Capital Financing Inc	Capital Related Income	0	(300)	0	(300)	0	0	(300)	(100%)
	Net Recharges to Housing Revenue Account	(1,026)	(1,026)	0	(1,026)	(1,026)	(1,026)	0	
	RMS Capital Charges (now Housing Revenue Account)	(200)	(218)	0	(218)	754	(218)	0	
	Revenue Reserve funded items included in above analysis (Revenue)	3,185	455	371	826	363	1,991	(1,165)	(141%)
	Revenue Reserve funded items included in above analysis (Appropriations)	(3,134)	(456)	(370)	(826)	0	(1,991)	1,165	+141%
<b>General Fund Revenue Budget</b>		<b>25,604</b>	<b>27,201</b>	<b>0</b>	<b>27,201</b>	<b>4,354</b>	<b>26,827</b>	<b>374</b>	<b>+1%</b>
Core Funding :	Revenue Support Grant	(433)	(460)	0	(460)	(112)	(460)	0	
	Additional New Homes Bonus	0	0	0	0	0	0	0	
	Supplementary Government Grants	0	0	0	0	0	0	0	
	Prior Year Council Tax Surplus	141	(280)	0	(280)	0	(280)	0	
	Net Business Rates Income	(14,384)	(14,911)	0	(14,911)	3,498	(14,911)	0	
<b>Council Tax Requirement</b>		<b>10,928</b>	<b>11,550</b>	<b>0</b>	<b>11,550</b>	<b>7,740</b>	<b>11,176</b>	<b>374</b>	<b>+3%</b>

**Notes:**

1. Income is expressed as a negative figure in brackets
2. Expenditure is expressed as a positive figure
3. Projected Variances are expressed as negative ( ) for adverse and positive + for favourable

QUARTER 1 FINANCIAL REVENUE MONITORING - HRA SERVICE ANALYSIS 2025/26

		Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Budget Amendments 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000	Variance +/- £30K %
Housing Revenue Account									
Housing Revenue Account	Policy & Management	2,495	3,071	200	3,271	681	3,280	(9)	
	Repairs & Maintenance	7,048	6,704	0	6,704	1,398	6,694	10	
	Welfare Services	(241)	(238)	0	(238)	(134)	(238)	0	
	Special Services	221	253	0	253	122	308	(55)	(22%)
	Miscellaneous Expenses	1,380	1,158	0	1,158	148	1,145	13	
	Income Account	(18,919)	(18,255)	0	(18,255)	(4,119)	(18,094)	(161)	(1%)
	Capital Charges	(1,373)	7,424	0	7,424	0	7,424	0	
	Appropriations	8,872	(634)	(200)	(834)	0	(731)	(103)	(12%)
	Gain/Loss on Asset Sales	0	0	0	0	0	0	0	
	Gain/Loss on Asset Sales(Move)	0	0	0	0	0	0	0	
		(517)	(517)	0	(517)	(1,904)	(212)	(305)	(59%)
Net Recharges to General Fund		517	517	0	517	517	517	0	
Housing Revenue Account Budget		0	0	0	0	(1,387)	305	(305)	

Notes:

1. Income is expressed as a negative figure in brackets

2. Expenditure is expressed as a positive figure

3. Projected Variances are expressed as negative ( ) for adverse and positive + for favourable

QUARTER 1 FINANCIAL CAPITAL MONITORING - GENERAL FUND SERVICE ANALYSIS 2025/26

		Original Budget 2025/26 £'000	Budget Amendments 2025/26 £'000	Working Budget 2025/26 £'000	Q1 Actual 2025/26 £'000	Projected Outturn 2025/26 £'000	Projected Variance 2025/26 £'000	2024/25 Slippage / (Accelerated Expenditure) Request £'000	Variance +/- £30K %
Services									
Environment & Place	AONB - Capital Access Works	0	0	0	0	0	0		
	Electric Taxis	0	0	0	(342)	0	0		
	Food Waste Strategy	0	0	0	(1,462)	0	0		
	Happy Mount Park Footpaths	0	0	0	0	0	0		
	Purchase Of Vehicles	5,337	0	5,337	0	5,397	(60)	33	(1%)
	Salt Ayre Equipment Programme	0	0	0	0	0	0		
Housing & Property	1 Lodge Street Urgent Structural Repairs	172	0	172	198	352	(180)	123	(105%)
	Commercial Property Works	0	0	0	0	0	0		
	Coopers Fields - BLRF	0	0	0	(183)	0	0		
	Disabled Facilities Grants	0	0	0	(880)	0	0		
	HIA Purchase of Vehicles	0	0	0	0	0	0		
	Lancaster City Museum	0	0	0	0	0	0		
	Low Voltage Switchgear & Solar Array - Gateway	974	0	974	0	976	(2)	2	
	Mellishaw Park	0	0	0	(53)	0	0		
	Next Steps Accommodation Programme	0	0	0	0	0	0		
	Palatine Recreation Ground - Veterans CI	0	0	0	0	0	0		
	Property Capital Works	1,459	0	1,459	29	366	1,093	282	+75%
	White Lund Depot Improvements	0	0	0	(31)	272	(272)	272	
People & Policy	PRG Grant	0	0	0	0	0	0		
Planning & Climate Change	Burrow Beck Solar	3,600	0	3,600	117	4,133	(533)	553	(15%)
	Property De-carbonisation Works	0	0	0	(66)	0	0		
	Property De-carbonisation Works 2024-25	1,933	0	1,933	12	2,433	(500)	500	(26%)
	SALC Salix Funded Optimised Solar Farm	0	0	0	(134)	0	0		
Resources	Application System Renewal	0	0	0	0	0	0		
	Capital Clearance	0	0	0	0	0	0		
	I.S. Desktop Equipment	257	0	257	13	258	(1)	1	
	I.T.Strategy	130	0	130	11	237	(107)	107	(82%)
	ICT Laptop Replacement & E-campus screens	0	0	0	3	22	(22)	22	
	ICT Nimble	0	0	0	114	252	(252)	252	
	ICT Telephony	5	0	5	0	14	(9)	9	
	Lancaster Local Fibre Network	0	0	0	140	670	(670)	670	
	Transformation Costs - Flexible Use of Cap Receipt	0	0	0	0	0	0		
Sustainable Growth	Artle Beck Improvements	0	0	0	0	0	0		
	Bare Outfall Flooding	0	0	0	0	18	(18)	18	
	Brownfield Land Release Fund	0	0	0	(2,389)	0	0		
	Caton Road Flood Relief Scheme	0	0	0	(1,578)	0	0		
	Centenary House Grant Funded Works	0	0	0	(448)	0	0		
	City Museum Shop	0	0	0	0	14	(14)	14	
	Coastal Revival Fund - Morecambe Co-op	0	0	0	(6)	0	0		
	Economic Growth & Regen Devp't Pool	500	0	500	0	500	0		
	Engineers Electric Vehicle	0	0	0	0	0	0		
	Lancaster HS Heritage Action Zone	200	0	200	35	214	(14)	71	
	Lancaster Square Routes Project	0	0	0	(18)	5	(5)	5	
	Lawsons Bridge S106 scheme	0	0	0	0	0	0		
Other Items	Morecambe Sea Front Parapet	30	0	30	7	60	(30)	30	(100%)
	REPF 23/24 (yr1) External Projects	0	0	0	0	0	0		
	REPF 24/25 (Yr2) External Projects	0	0	0	0	0	0		
	UKSPF - 23-24 (yr2) External Projects	0	0	0	0	0	0		
	UKSPF - 24/25 (yr3) Capital Funding Allocation	0	0	0	0	0	0		
	UKSPF-23/24 (yr2) Digital Tourism Transformation	0	0	0	0	0	0		
	UKSPF-23-2(yr2) The Streets Are Ours Public Realm	0	0	0	0	0	0		
	UKSPF-23-24 (yr2) Lancs CVS Community Warm Hubs	0	0	0	0	0	0		
	UKSPF-23-24 (yr2) Lodge St Environs Enabling Works	0	0	0	5	0	0		
	UKSPF-23-24 (yr2) Maritime Museum Access	0	0	0	0	0	0		
	UKSPF-23-24 (yr3) Heysham Village Toilets	0	0	0	0	0	0		
	UKSPF-24/25 (yr3) External Projects	0	0	0	0	0	0		
	UKSPF-24-25 (yr3) City Museums Accessible Engagem't	0	0	0	0	0	0		
	UKSPF-24-25 (yr3) Digital Tourism Transformation	0	0	0	0	0	0		
	UkSpF-24-25 (yr3) Lancs CVS Community Warm Hubs	0	0	0	0	0	0		
		14,597	0	14,597	(6,906)	16,193	(1,596)	2,964	(11%)
GRAND TOTAL		14,597	0	14,597	(6,906)	16,193	(1,596)	2,964	(11%)

Notes:  
1. Income is expressed as a negative figure in brackets  
2. Expenditure is expressed as a positive figure  
3. Projected Variances are expressed as negative ( ) for adverse and positive + for favourable

## Council Housing Capital Programme 2025/26

	2025/26 Original Budget	2025/26 Working Budget	2025/26 P3 Actual	2025/26 Projected Outturn	2025/26 Variance (Working v Projected)	Comments (Working Budget to Projected Outturn)	2024/25 Slippage Request
	£	£	£	£	£		£
<b>EXPENDITURE</b>							
Adaptations	300,000	300,000	60,794	300,000	0		
Energy Efficiency / Boiler Replacement	1,501,000	1,501,000	205,745	1,834,300	(333,300)	Slippage requested	333,300
Internal Refurbishment	1,078,000	1,078,000	202,699	963,000	115,000	Projection based on current activity to Q1	
External Refurbishment	637,000	637,000	87,423	855,400	(218,400)	Slippage requested	218,400
Environmental Improvements	500,000	500,000	50,063	500,000	0		
Re-roofing / Window Renewals	595,000	595,000	15,254	692,900	(97,900)	Slippage requested	97,900
Rewiring	88,000	88,000	32,322	128,000	(40,000)	Slippage requested	40,000
Lift Replacement	0	42,000	0	42,000	0		
Fire Precaution Works	210,000	210,000	61,542	335,000	(125,000)	Slippage requested	125,000
Housing Renewal & Renovation	957,000	915,000	327,004	938,500	(23,500)	Slippage requested	23,500
Mainway Regeneration Project	0	0	-355,553	0	0		
Acquisitions	250,000	250,000	67,042	794,900	(544,900)	Slippage requested	544,900
<b>TOTAL EXPENDITURE</b>	<b>6,116,000</b>	<b>6,116,000</b>	<b>754,334</b>	<b>7,384,000</b>	<b>(1,268,000)</b>		<b>1,383,000</b>

Note: Variances are expressed as negative ( ) for adverse and positive + for favourable

## Reserves Statement (Including Unallocated Balances)

&lt;----- ORIGINAL BUDGET -----&gt;

&lt;----- PROJECTED OUTTURN -----&gt;

	31 March 2025 £	From Revenue £	To / (From) Capital £	To Revenue £	31 March 2026 £	31 March 2025 £	From Revenue £	To / (From) Capital £	To Revenue £	31 March 2026 £
<b>Unallocated Balances</b>	(8,189,200)	(820,000)	0	316,500	(8,692,700)	(10,027,832)	(820,000)	0	1,473,416	(9,374,416)
<b>Earmarked Reserves (Usable):</b>										
Amenity Improvements	(29,000)				(29,000)	(29,000)				(29,000)
Corporate Priorities	(68,800)			82,700	13,900	(267,939)			157,100	(110,839)
Capital Support	(73,000)				(73,000)	(72,994)				(72,994)
Corporate Property	(313,500)				(313,500)	(313,548)				(313,548)
Covid 19 Support Reserve	(9,700)				(9,700)	(9,715)				(9,715)
Homelessness Support	(110,800)				(110,800)	(110,830)				(110,830)
Investment Property Maint	(84,900)				(84,900)	(119,114)				(119,114)
Invest to Save	(105,300)				(105,300)	(162,913)			57,600	(105,313)
Museums Acquisitions	(47,000)	(4,500)			(51,500)	(45,164)	(4,500)			(49,664)
Restructure	(400,000)				(400,000)	(450,628)			50,600	(400,028)
Business Rates Retention	(12,064,400)	(129,900)			(12,194,300)	(12,660,047)	(129,900)			(12,789,947)
Renewals Reserves	(1,880,000)	(491,800)	38,000		(2,333,800)	(1,922,051)	(491,800)	38,000	4,100	(2,375,851)
<b>Total Earmarked Reserves (Usable)</b>	<b>(15,186,400)</b>	<b>(626,200)</b>	<b>38,000</b>	<b>82,700</b>	<b>(15,691,900)</b>	<b>(16,163,943)</b>	<b>(626,200)</b>	<b>38,000</b>	<b>269,400</b>	<b>(16,486,843)</b>
<b>Earmarked Reserves (Ringfenced):</b>										
Elections	(62,300)	(45,000)			(107,300)	(62,302)	(45,000)			(107,302)
Lancaster District Hardship	(600)				(600)	(60,984)			60,400	(584)
Planning Fee Income	(10,600)				(10,600)	0				0
Revenue Grants Unapplied	(146,800)			19,200	(127,600)	(264,686)			150,000	(114,686)
S106 Commuted Sums - Affordable Housing	(218,800)				(218,800)	(218,796)				(218,796)
S106 Commuted Sums - Highways, Cycle Paths etc.	(1,411,400)	(100,000)			(1,511,400)	(1,545,637)	(100,000)			(1,645,637)
Welfare Reforms	(324,900)				(324,900)	(324,928)				(324,928)
<b>Reserves Held in Perpetuity:</b>										
Graves Maintenance	(22,200)				(22,200)	(22,201)				(22,201)
Marsh Capital	(47,700)				(47,700)	(47,676)				(47,676)
<b>Total Earmarked Reserves (Ringfenced)</b>	<b>(2,245,300)</b>	<b>(145,000)</b>	<b>0</b>	<b>19,200</b>	<b>(2,371,100)</b>	<b>(2,547,210)</b>	<b>(145,000)</b>	<b>0</b>	<b>210,400</b>	<b>(2,481,810)</b>

## HRA Reserves Statement (Including Unallocated Balances)

&lt;----- ORIGINAL BUDGET -----&gt;

&lt;----- PROJECTED OUTTURN -----&gt;

	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026	31 March 2025	From Revenue	To / (From) Capital	To Revenue	31 March 2026
	£	£	£	£	£	£	£	£	£	£
<b>HRA Unallocated Balances</b>	<b>(76,000)</b>	<b>(26,700)</b>	<b>0</b>	<b>0</b>	<b>(102,700)</b>	<b>(151,800)</b>	<b>(26,700)</b>		<b>305,800</b>	<b>127,300</b>
<b>Earmarked Reserves:</b>										
<b>Business Support Reserve</b>	<b>(119,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(119,200)</b>	<b>0</b>	<b>(200,000)</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>Major Repairs Reserve</b>	<b>(550,100)</b>	<b>(4,774,700)</b>	<b>4,774,700</b>	<b>0</b>	<b>(550,100)</b>	<b>(1,322,400)</b>	<b>(4,774,700)</b>	<b>6,097,100</b>	<b>0</b>	<b>0</b>
<b>Flats - Planned Maintenance</b>	<b>(309,100)</b>	<b>(33,000)</b>	<b>0</b>	<b>147,900</b>	<b>(194,200)</b>	<b>(283,400)</b>	<b>0</b>	<b>0</b>	<b>177,600</b>	<b>(105,800)</b>
<b>ICT and Systems Improvement</b>	<b>(713,200)</b>	<b>0</b>	<b>0</b>	<b>640,700</b>	<b>(72,500)</b>	<b>(721,900)</b>	<b>0</b>	<b>0</b>	<b>649,400</b>	<b>(72,500)</b>
<b>Sheltered - Equipment</b>	<b>(260,900)</b>	<b>(62,600)</b>	<b>0</b>	<b>75,100</b>	<b>(248,400)</b>	<b>(275,700)</b>	<b>(62,500)</b>	<b>0</b>	<b>75,100</b>	<b>(263,100)</b>
<b>Sheltered - Planned Maintenance</b>	<b>(379,400)</b>	<b>(125,000)</b>	<b>0</b>	<b>80,300</b>	<b>(424,100)</b>	<b>(371,700)</b>	<b>(124,800)</b>	<b>0</b>	<b>105,300</b>	<b>(391,200)</b>
<b>Sheltered Support Grant Maintenance</b>	<b>(339,900)</b>	<b>(62,600)</b>	<b>0</b>	<b>0</b>	<b>(402,500)</b>	<b>(328,400)</b>	<b>(62,500)</b>	<b>0</b>	<b>0</b>	<b>(390,900)</b>
<b>Total Earmarked Reserves</b>	<b>(2,671,800)</b>	<b>(5,057,900)</b>	<b>4,774,700</b>	<b>944,000</b>	<b>(2,011,000)</b>	<b>(3,303,500)</b>	<b>(5,224,500)</b>	<b>6,097,100</b>	<b>1,207,400</b>	<b>(1,223,500)</b>
<b>Total Combined Reserves</b>	<b>(2,747,800)</b>	<b>(5,084,600)</b>	<b>4,774,700</b>	<b>944,000</b>	<b>(2,113,700)</b>	<b>(3,455,300)</b>	<b>(5,251,200)</b>	<b>6,097,100</b>	<b>1,513,200</b>	<b>(1,096,200)</b>

Initiative	Budget	Actual to Date	Projected Outturn	Projected Variance	Progress
2025/26 APPROVED SAVINGS	£'000	£'000	£'000	£'000	
<b>Environment &amp; Place</b>					
SALC Direct Debit Supplier	5	0	5	0	On-going - towards year end
SALC Padel	0	0	0	0	On target - discussions underway between officers and prospective providers of service
<b>Housing &amp; Property</b>					
Energy Officer	3	0	(34)	(37)	Savings target of £37K is unlikely to be achieved in year due to delays in recruitment
Mailroom	10	3	10	0	On target - Q1 above profile
<b>Planning &amp; Climate Change</b>					
Building Control Fee Income	45	11	45	0	On target - Q1 above profile
<b>Sustainable Growth</b>					
Museum Charging	(12)	(6)	(12)	0	On target - Q1 above profile
TOTAL SAVINGS	51	8	14	(37)	
2024/25 APPROVED GROWTH	£'000	£'000	£'000	£'000	
<b>People &amp; Policy</b>					
New Council Website	26	0	26	0	Spend planned Q2-4
TOTAL GROWTH	26	0	26	0	
NET SAVINGS	25	8	(12)	(37)	

**GENERAL FUND SERVICE ANALYSIS 2025/26**

		Provisional Outturn 2024/25 £'000	Original Budget 2025/26 £'000	Q1 Projected 2025/26 £'000	Q2 Projected 2025/26 £'000	Q3 Projected 2025/26 £'000	Q4 Projected 2025/26 £'000
	<b>Services</b>						
	ASNL and Nature Reserves	104	113	113			
	Environmental Protection	276	455	408			
	Fleet Management	(4)	(9)	(15)			
	Food Safety	389	512	508			
	Hospitality & Events Management	330	235	206			
	Parks & Open Spaces	1,381	1,537	1,500			
	Pest Control	(36)	(12)	(12)			
<a href="#">Environment &amp; Place</a>	Salt Ayre Leisure Centre	239	1,031	1,053			
	Service Support	670	724	1,020			
	Street Cleaning	1,784	1,923	1,880			
	Streetscape	52	73	73			
	Trade Refuse	(787)	(818)	(768)			
	Waste Collection	3,239	2,608	2,693			
	Williamson Park	468	514	565			
	Democratic Support & Elections	1,044	1,087	1,060			
<a href="#">Governance</a>	Legal Services	742	665	746			
	Licensing	(78)	(45)	(32)			
	Commercial Land & Properties	(1,696)	(1,222)	(746)			
	Customer Services	539	608	631			
	Facilities Management	593	674	671			
	GF Housing Schemes	(39)	(13)	(38)			
<a href="#">Housing &amp; Property</a>	Municipal Buildings	664	1,201	775			
	Other Land & Buildings	42	122	43			
	Private Sector Housing	616	1,565	1,004			
	Property Group	777	1,244	1,307			
	Public Health Services	109	137	142			
	Repairs & Maintenance	0	0	0			
	Communications & Marketing	226	472	496			
	Community Connectors	166	0	0			
	Emergency Planning & CSP	99	117	117			
	Exec Support	196	197	198			
<a href="#">People &amp; Policy</a>	Health & Safety	74	67	77			
	HR & OD	1,193	855	844			
	Policy and Partnerships	0	285	249			
	Projects & Performance	168	118	124			
	VCFS	300	321	321			
	Visitor Information Centres	32	0	35			
	DM - Building Control	172	270	270			
<a href="#">Planning &amp; Climate Change</a>	DM - Planning	972	922	666			
	Energy and Sustainability	294	210	215			
	Planning & Housing Strategy	894	972	955			
	CCTV	66	62	62			
	Finance	1,455	1,679	1,624			
<a href="#">Resources</a>	ICT	1,557	1,789	1,730			
	Internal Audit	219	172	172			
	Revenues & Benefits	1,413	1,382	1,382			
	Economic Development & Culture	220	226	226			
	Markets	(77)	(53)	181			
<a href="#">Sustainable Growth</a>	Museums	493	490	510			
	Parking	(2,700)	(2,733)	(2,747)			
	Regeneration	483	546	528			
	Strategic Projects & Engineers	275	547	428			
		<b>19,608</b>	<b>23,822</b>	<b>23,450</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Corporate Services</b>						
<a href="#">Corporate Accounts</a>	Corporate Accounts	1,838	(87)	359			
	Contributions from Reserves	4,240	1,491	1,520			
	Government Grants	(1,334)	(774)	(774)			
	Interest Payable	1,145	1,534	1,353			
	Interest Receivable	(1,302)	(465)	(611)			
<a href="#">Other Items</a>	Minimum Revenue Provision	2,912	2,924	2,703			
	Notional Charges	(55)	0	0			
	Pandemic Support	0	0	0			
	Revenue Funding of Capital	(222)	0	71			
	Capital Funding of Revenue	0	0	0			
	UKSPF	0	0	0			
		<b>7,222</b>	<b>4,623</b>	<b>4,621</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Net Recharges to Housing Revenue Account	(1,026)	(1,026)	(1,026)			
	RMS Capital Charges (now Housing Revenue Account)	(200)	(218)	(218)			
	Revenue Reserve funded items included in above analysis (Revenue)	2,858	427	1,991			
	Revenue Reserve funded items included in above analysis (Appropriator)	(2,858)	(427)	(1,991)			
	<b>General Fund Revenue Budget</b>	<b>25,604</b>	<b>27,201</b>	<b>26,827</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Core Funding :						
	Revenue Support Grant	(433)	(460)	(460)			
	Additional New Homes Bonus	0	0	0			
	Supplementary Government Grants	0	0	0			
	Prior Year Council Tax Surplus	141	(280)	(280)			
	Net Business Rates Income	(14,384)	(14,911)	(14,911)			
	<b>Council Tax Requirement</b>	<b>10,928</b>	<b>11,550</b>	<b>11,176</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes:**

- Income is expressed as a negative figure in brackets
- Expenditure is expressed as a positive figure
- Projected Variances are expressed as negative ( ) for adverse and positive + for favourable



APPENDIX I

Aged Debt Summary by Service (as at 01 July 2025)

Debtor Sections	Under 28 Days		28 to 59 days		60 to 91 days		92 to 183 days		184 to 364 days		Over 365 days		Credit/Income not applied		Total Debts	
	No.	Value	No.	Value	No.	Value	No.	Value	No.	Value	No.	Value	No.	Value	No.	Value
Environment & Place	221	£177,697	20	£42,920	612	£636,619	32	£18,179	48	£28,181	262	£336,945	94	(£21,383)	1,289	£1,219,158
Governance	1	£4,000	1	£4,650	0	£0	0	£0	1	£800	15	£28,784	0	£0	18	£38,234
Housing & Property	167	£229,454	38	£93,096	136	£144,749	189	£207,271	317	£396,754	993	£1,241,462	88	(£53,461)	1,928	£2,259,327
Planning & Climate Change	14	£6,838	3	£3,458	1	£390	4	£2,305	12	£23,963	45	£251,508	8	(£4,978)	87	£283,484
Resources	0	£0	0	£0	0	£0	0	£0	1	£2,260	1	£9,773	4	(£51)	6	£11,982
Sustainable Growth	40	£29,573	16	£43,912	86	£168,817	22	£8,117	48	£36,943	23	£22,893	8	(£1,142)	243	£309,113
Total Per Period	443	£447,562	78	£188,036	835	£950,575	247	£235,872	427	£488,901	1,339	£1,891,365	202	(£81,014)	3,571	£4,121,298

Total Debts	3,571	£4,121,298
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# Treasury Management Update

Quarter ended 30<sup>th</sup> June 2025

Report of Chief Resources and S151 Officer

## 2025/26 Treasury Management Update

Quarter Ended 30<sup>th</sup> June 2025

### Introduction

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

### Economic update (provided by MUFG Corporate Markets)

*The first quarter of 2025/26 (1<sup>st</sup> April to 30<sup>th</sup> June) saw:*

- A 0.3% m/m fall in real GDP in April – the first fall since October 2024
- The 3myy rate of average earnings growth excluding bonuses fall from 5.5% to 5.2% in May
- Core CPI inflation ease from 3.8% in April to 3.5% in May as temporary Easter-related effects faded
- The Bank of England cut interest rates from 4.50% to 4.25% in May, holding them steady in June
- The 10-year gilt yield fluctuate between 4.40% and 4.80%, and end the quarter at 4.50%

*The 0.3% m/m fall in real GDP in April was the first fall since October 2024 and the largest fall since October 2023. This is a significant shift from the 0.7% q/q rise in Q1 2025, probably as a result of the boosts from net exports and business investment unwinding. The decline in exports was mostly due to a reversal of US tariff front-running with export values to the US falling by 31% m/m after rising 34% in total in the five months to February. April's GDP figures also showed manufacturing output falling by 0.9% m/m along with the domestic economy showing signs of weakness in April. Despite construction output growing by 0.9% m/m, services output declined by 0.4% m/m, reversing all of March's 0.4% m/m rise. This weakness in services likely reflects higher labour costs from April's rise in National Insurance Contributions for employers. May's GDP may have fallen a bit further as the boosts in Q1 continued to unwind. Overall, GDP in Q2 is likely to have flatlined and the economy will probably be hindered by subdued overseas demand and domestic businesses cutting spending given a rise in costs due to April's increase in taxes. The Bank of England expects growth in 2025 to be around 0.8%.*

*Despite the rise in the composite Purchasing Managers Index (PMI) from 50.3 in May to 50.7 in June, it is still below its level in March, prior to the rise in business taxes and Trump's Liberation Day tariffs. This rise was driven by increases in both the services and manufacturing output balances. Although the services PMI rose from 50.9 to 51.3, that is consistent with non-retail services output growth slowing from 0.5% 3m/3m in April to 0.3% 3m/3m in June.*

*The sharp 2.7% m/m drop back in retail sales volumes in May adds to other evidence that the burst of economic growth in Q1 is over. The weakness was widespread with sales falling in all seven of the major categories. This decline was partly due to the*

unwinding of the previous boost from April's unusually warm and dry weather along with inflationary pressures prompting consumers to cut back. The latter would be a more persistent drag on retail spending. Looking ahead, the rise in the GfK measure of consumer confidence from -20 in May to -18 in June is consistent with the annual rate of real retail sales growth accelerating from -1.3% in May to around +0.5%.

While the £17.7bn of public sector borrowing in May was higher than the Office of Budget responsibility (OBR) forecast of £17.1bn, borrowing was £2.9bn below the OBR's forecast in the first two months of the 2025/26 fiscal year. The current budget deficit was £12.8bn in May, a touch below the OBR's forecast of £13.0bn. Within that, government spending surprised to the downside. Central government expenditure was £0.5bn lower than the OBR's forecast in May, leaving it £1.6bn lower in April and May combined. That has been largely driven by debt interest payments, which were £1.1bn below the OBR's forecast in May. But if the rises in gilt yields since the Spring Statement in March are sustained, the OBR will revise up its forecast for debt interest payments in the years ahead. That of itself would knock £1.0bn off the Chancellor's £9.9bn of headroom against her fiscal mandate and the subsequent Government U-turns on benefit and welfare spending and higher borrowing costs may mean to maintain her current £9.9bn buffer, Reeves has to raise upwards of £13bn later this year. And with the gilt market sensitive to significant increases in borrowing, all this means substantial tax rises are looking very likely.

The weakening in the jobs market is gathering pace. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. Overall, the payroll measure of employment has now fallen by 276,000 since the announcement of the rise in payroll taxes and the minimum wage in the October Budget. The job vacancies data also portrays a rapidly weakening labour market. The number of job vacancies is now falling a bit faster, dropping from 760,000 in the three months to April to 736,000 in May. Capital Economics' seasonally adjusted measure of single-month vacancies declined sharply from 763,000 in April to 713,000 in May.

A looser labour market is driving softer wage pressures. The 3myy rate of average earnings growth excluding bonuses fell from 5.5% to 5.2% in May. The rate for the private sector slipped from 5.5% to 5.1%, putting it on track to undershoot the Bank of England's Q2 forecast of 5.2%. And after rising in April as the 6.7% rise in the minimum wage took effect, the timelier PAYE median earnings measure fell back from 6.2% y/y in April to 5.8% in May. Softer wage growth is feeding through to lower services inflation, pointing to a slowdown from 4.7% in May to around 3.0% by the end of the year.

CPI inflation fell slightly from 3.5% in April to 3.4% in May – close to consensus. The sharp falls in services inflation from 5.4% to 4.7% and in core inflation from 3.8% to 3.5% confirmed that the previous month's jumps partly reflected an Easter-related blip. Services inflation is expected to continue to fall as wage growth slows, supporting a view that CPI inflation will fall close to 2.0% by the start of 2027. An upside risk, however, in the near term is that higher oil/gas and food prices could trigger another bout of second-round effects on wages and inflation expectations, meaning CPI inflation stays above 3.0% for longer and causes the Bank to shift to an even slower rate cutting path. CPI is expected to peak at 3.8% in September.

*The yield on the 10-year gilt moved sideways in the second quarter of 2025. After rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the “Liberation Day” tariff announcement, gilt yields eased back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended Q2 at 4.50%. We expect this trend to continue over the next year. However, it is more difficult to be confident that the longer part of the curve will also see falls in yields, although that is still our central case, as that part of the curve is increasingly held by transient investors, such as foreign investors and hedge funds. Pension funds and insurance companies have more appetite in the short to medium part of the curve nowadays.*

*The FTSE 100 fell sharply following the “Liberation Day” tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1<sup>st</sup> April to 7,702 on 7<sup>th</sup> April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 closed Q2 at 8,761, around 2% higher than its value at the end of Q1 and more than 7% above its level at the start of 2025.*

## 1. Interest Rate Forecast

The Council has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1<sup>st</sup> November 2012. For Housing Revenue Account authorities, the lower Housing Revenue Account (HRA) PWLB rate has also been available since 15 June 2023 (standard rate minus 60 bps) but is available for HRA borrowing only.

The latest forecast was provided on 10<sup>th</sup> February:

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

- *Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.*
- *The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.*

The forecast has proved robust over the period since February, setting out a central view that short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of stubborn inflationary factors. Nonetheless, the longer dated part of the forecast also reflects the increased level of Government borrowing over the term of the current Parliament and the weakness in the public finances, with the Government struggling to deliver on the efficiencies detailed in the 30<sup>th</sup> October Budget.

Moreover, there is still on-going debate as to when, and if, the Government's policies will lead to a material uptick in growth given their reliance on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

Overall, our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in November and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data releases in the coming months.

## 2. Investing Activities

The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on 26 February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 3, investment rates have started to taper downwards in the first quarter of 2025/26 and are expected to fall back further if inflation falls through 2025 and 2026 and the MPC starts to loosen monetary policy more substantially.

There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriated counterparties are considered for investment purposes.

The current investment counterparty criteria selection approved in the Treasury Management Strategy is meeting the requirement of the treasury management function.

The average level of funds available for investment purposes to the end of quarter 1 was £24.99M. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

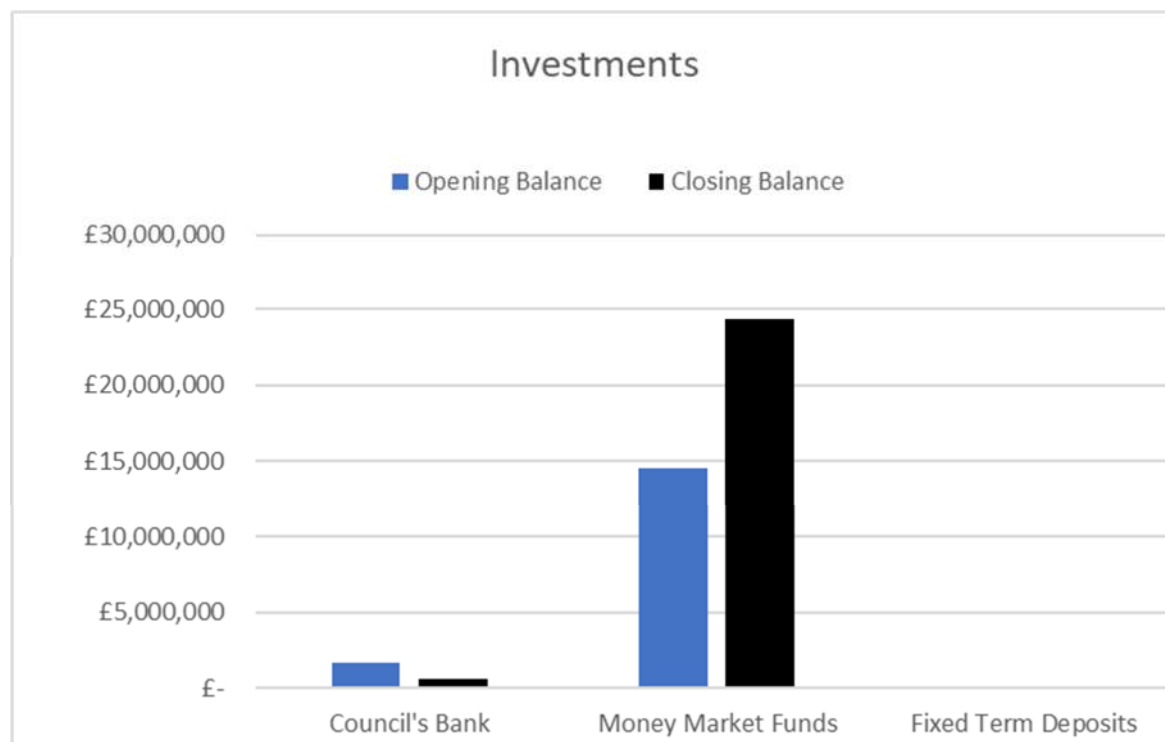
In terms of performance against external benchmarks, the return on investments compared to the 7-day SONIA and bank rates at the end of the period is shown below. This is viewed as good performance given the need to prioritise the investments and liquidity (i.e. making sure that the Council's cash flow meets its needs).

Base Rate	4.25%
7 day SONIA	4.31%
Lancaster City Council investments	4.29%

## Investment Balances – quarter ended 30 June 2025

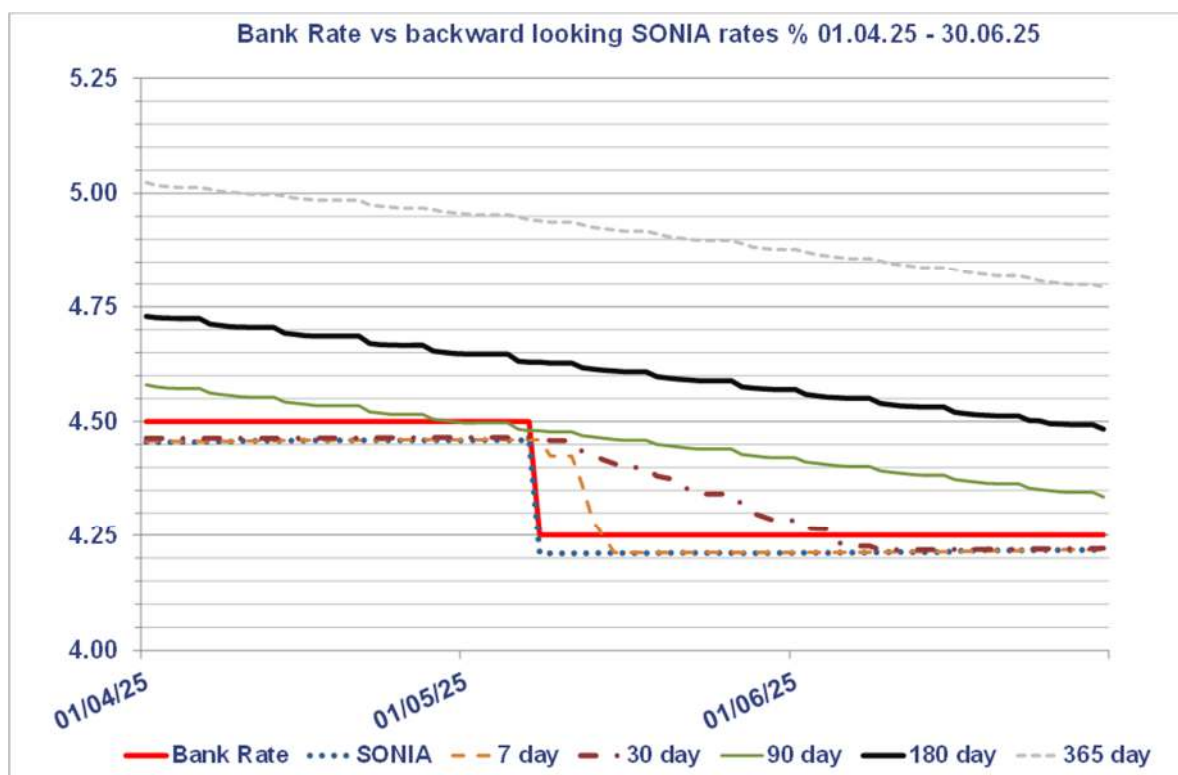
At the start of the quarter investments totalled £14.6M rising to £24.3M by 30 June. Fixed term investment with local authorities on 30 June were £0.0M whilst Money Market Fund balances were £24.3M.

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30<sup>th</sup> June 2025.



Other Investments	Term	Maturity Date	Opening 01.04.2025 £	Closing 30.06.2025 £	Indicative Rate (YTD)	Current Fixed Rate	Interest to Date £
Call Accounts							
Natwest (Cash Manager Plus)			1,719,368	610,112	0.01%		4,096
Money Market Funds							
BlackRock 1st			2,600,000	6,000,000	4.31%		58,075
Insight			0	6,000,000	4.33%		49,170
Aberdeen Standard			6,000,000	6,000,000	4.39%		65,600
Goldman Sachs			0	300,000	4.25%		16,051
LGIM			6,000,000	6,000,000	4.14%		64,033
Fixed Term Deposits							
DMADF	30 days	01/05/2025	0	0		4.46%	7,332
DMADF	29 days	01/05/2025	0	0		4.46%	3,544
DMADF	1 day	02/05/2025	0	0		4.46%	122
DMADF	24 days	01/05/2025	0	0		4.45%	2,926
DMADF	6 days	07/05/2025	0	0		4.45%	732
DMADF	12 days	22/04/2025	0	0		4.44%	2,919
DMADF	5 days	30/04/2025	0	0		4.45%	610
DMADF	4 days	06/05/2025	0	0		4.45%	975
Sub-total			16,319,368	24,910,112			276,185
Budgeted income							130,308
							145.877





### 3. New Borrowing

No borrowing was undertaken during the quarter ended 30<sup>th</sup> June 2025. It is anticipated that borrowing will be undertaken during this financial year. Cashflow projections currently indicate that around £10M borrowing may be required before the end of the financial year. This is anticipated to be temporary borrowing. The ultimate timing will depend on exact working capital cashflows in the run up to year end which are kept under close review. These will continue to be monitored in the forthcoming financial year.

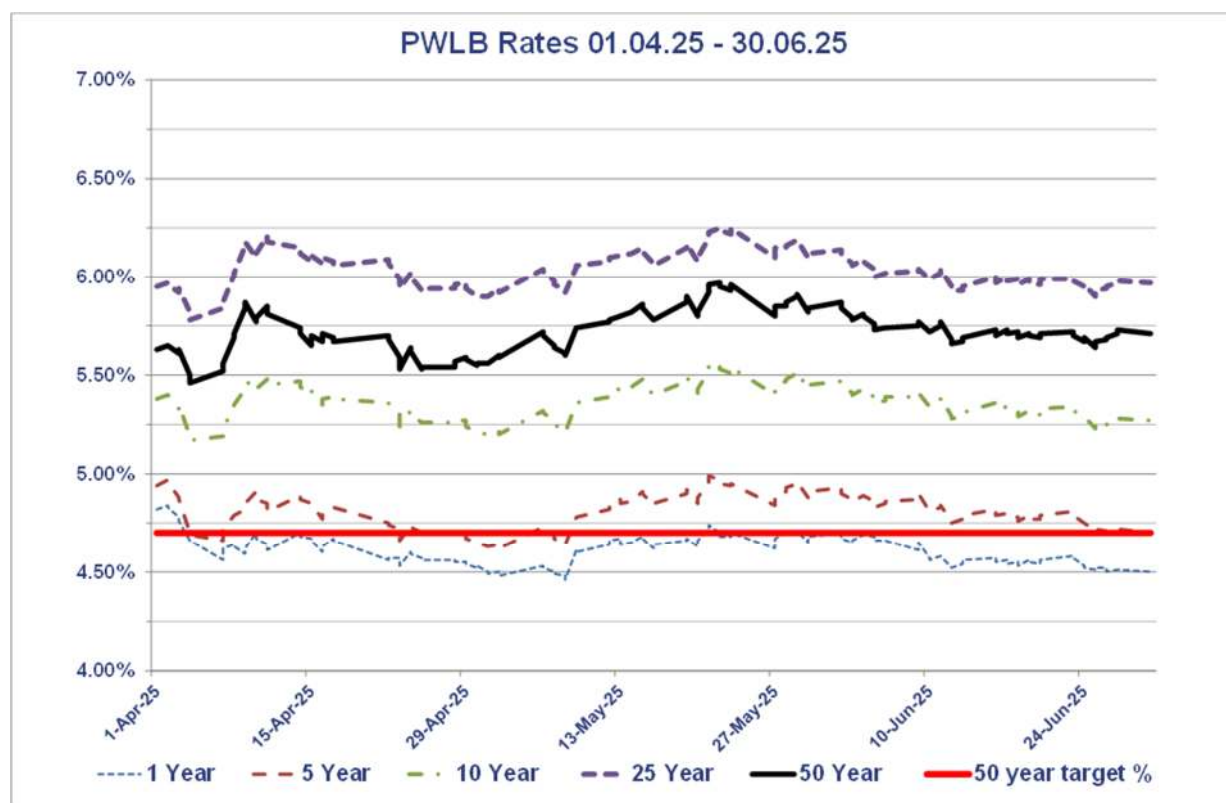
#### PWLB maturity Certainty Rates 1<sup>st</sup> April to 30<sup>th</sup> June 2025

Heading into the second quarter of 2025/26 markets seem to be comfortable with a central case of gradual monetary policy easing, leading to Bank Rate and gilt yields out to circa 10 years trending downwards. That part of the curve has broadly acted in line with forecasts, unchanged since February.

However, the Government's difficulty in convincing the market that it can work within its self-imposed fiscal parameters has meant there has continued to be a somewhat fragile confidence in the medium to longer dated part of the curve. The worst of this sentiment was reflected on 21<sup>st</sup> May, but as recently as the first week of July has provided a reminder that markets will be quick to sell-off if they feel there is anything to prejudice the Chancellor's stated aim of not raising the headline tax rates nor boost borrowing to greater than has already been reported. The markets have also indicated that they would prefer Chancellor Reeves to stay in post even if the fiscal landscape has deteriorated since the Autumn.

The Bank of England has remained cautious in stating that any Bank Rate cuts must be undertaken gradually, and the inflation outlook remains a little opaque with the CPI measure of inflation not expected to peak until September (possibly 3.8%) before falling back towards 2% by the start of 2027. Annual wage increases also remain at 5% y/y, even though the seasonally adjusted job vacancies number has fallen to 712k. Nonetheless, both the 5-year and, albeit to a lesser extent, 10-year PWLB Certainty Rates have trended lower through the quarter.

Further out, however, rates have either finished close to their starting point for the quarter, if not a little higher. It remains problematic that historic buyers of longer-dated gilts – pension funds and insurance companies – have preferred the shorter-dated maturities of late, whilst there is anecdotal evidence that both foreign investors and hedge funds, who are not natural long-term holders of long-dated debt gilt issuance, as a rule, may be more active in this part of the market currently than has previously been the case. Their presence, arguably, adds even greater volatility to the equation. Consequently, and pulling all these factors together, it is clear that any signs of public finance weakness could put even greater upward pressure on medium and longer dated gilts and, therein, PWLB rates.



#### 4. Debt Rescheduling

Debt rescheduling opportunities have remained a possibility in the current quarter for those authorities with significant surplus cash and a flat or falling Capital Financing Requirement in future years. Members will be advised if there is value to be had by rescheduling or repaying a part of the debt portfolio.

## 5. Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 30<sup>th</sup> June 2025, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2025/26. The Chief Resources & S151 Officer reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

The Prudential and Treasury Indicators for 2025-26 as of 30<sup>th</sup> June 2025 are set out below:

Treasury Indicators	31.03.25 Actual £M	2025/26 Approved Estimate £M
Authorised limit for external debt	114.00	134.00
Operational boundary for external debt	98.00	118.96
Gross external debt	56.93	78.89
Investments	(14.60)	(10.67)

Prudential Indicators – Non HRA	31.03.25 Actual £M	2025/26 Approved Estimate £M
Capital expenditure *	8.83	27.08
Capital Financing Requirement (CFR) *	64.82	85.96
Annual change in CFR *	0.32	17.83
Ratio of financing costs to net revenue stream *	16.20%	17.82

Prudential Indicators – HRA	31.03.25 Actual £M	2025/26 Approved Estimate £M
Capital expenditure *	6.39	6.12

<b>Capital Financing Requirement (CFR) *</b>	<b>33.04</b>	<b>32.00</b>
<b>Annual change in CFR *</b>	<b>(1.05)</b>	<b>(1.04)</b>
<b>Ratio of financing costs to net revenue stream *</b>	<b>15.78%</b>	<b>15.40</b>

## 6. Other Issues

### Changes in risk appetite

The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

<b>CABINET</b>
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## Capital Programme Mid-Year Review 2025/26 16 September 2025

### Report of Chief Finance Officer

PURPOSE OF REPORT				
This report provides information regarding the latest position regarding the delivery of the approved capital programme for 2025/26. It also sets out information regarding any delays surrounding capital expenditure and other matters for Members' consideration.				
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>	<b>Officer Referral</b> <div style="text-align: right; font-size: 1.5em; font-weight: bold;">X</div>
<b>Date of notice of forthcoming key decision</b>		N/A		
<b>This report is public.</b>				

#### RECOMMENDATIONS OF COUNCILLOR HAMILTON COX:

- (1) That Cabinet endorse the adjustments to the capital programme as set out in Appendix C of the report and refers to Council for full approval.
- (2) That Cabinet note that relevant revenue adjustments in respect of minimum revenue provision and future borrowing requirements will be built into projected revenue estimates and considered alongside future reports to Cabinet in respect of the budget and policy framework updates.

#### 1. BACKGROUND

- 1.1. The latest 10-year capital programme was approved by Council on 26 February 2025 shown in **Appendix A**.
- 1.2. The General Fund Capital Programme has been updated to include the following fully grant funded schemes:

UKSPF Affordable Warmth	£0.038M
UKSPF 25/26 External Projects	£0.163M
REPF 25/26 External Projects	£0.150M
UKSPF 25/26 Local Area Action Plan	£0.095M

Additionally, amounts relating to Wheelie Bins and Salt Ayre Data Centre were moved into the main body of the Capital Programme from Schemes under development following decisions by Cabinet on 20 May 2025 and 8 July 2025 respectively.

- 1.3. The HRA Capital Programme has been updated to include the following fully grant funded scheme:

Warm Homes: Social Housing Fund	£0.780M (split over 2025/26-2027/28)
---------------------------------	--------------------------------------

In addition, a virement of £0.042M from Housing Renewal & Renovation to Lift Replacements has been include within the update.

- 1.4. The provisional outturn position for 2024/25 was considered by Cabinet on 31 July 2025. As part of this report, the approval of slippage and accelerated expenditure was gained.
- 1.5. An updated working version of the Capital Programme including the changes detailed above is provided in **Appendix B**.
- 1.6. This report provides Cabinet with an update of the latest position regarding the delivery of the approved capital programme for 2025/26 and requests a reprofiling of the current approved programme as appropriate. By doing this it will allow for more robust revenue estimates which will be built into future projections as part of the 2026/27 budget process which is currently underway.

## 2. CHANGES TO THE GENERAL FUND CAPITAL PROGRAMME

- 2.1 The changes that this report is requesting to the programme with detailed explanations of the reasoning can be found at **Appendix C**.
- 2.2 To summarise, the following changes have been presented for consideration:-
  - 2025/26 vehicle replacement budget increased by £0.028M to correct for price of vehicle slipped from 2024/25 but also reduced by £0.205M to amend profile of replacements across years
  - 2026/27 to 2028/29 vehicle replacement programme updated to amend profile of vehicle replacement across years (2026/27 +£0.157M, 2027/28 (-£0.053M), 2028/29 (-£0.054M)
  - Inclusion of £0.622M in 2031/32 and £0.860M in 2032/33 for additional vehicle replacements including RCV's which will be replaced with grant funding in 2025/26 being built into future replacement programme
  - inclusion of £0.036M budget to correct inflation on vehicle replacement programme in 2034/35
  - inclusion of new externally funded grant schemes (DEFRA) totalling £0.183M in 2025/26 relating to National Landscapes
  - inclusion of £0.856M additional Disabled Facilities Grant (DFG) funding awarded in 2025/26
  - inclusion of £2.331M assumed DFG funding in 2033/34 and 2034/35
  - movement of £0.057M from Lancaster Heritage Action Zone to 1 Lodge Street Urgent Structural Repairs to cover a shortfall in budget for grant awarded.
  - £0.182KM moved out of the main capital programme for Coopers Field – BLRF back to schemes under development
  - £0.550M expenditure budget and £0.200M income budget slipped from 2025/26 into 2026/27 for King Street
  - £0.060M moved from development pool to main Capital Programme to cover LCC contribution for DEFRA funded electric vehicle charging hub scheme
  - Inclusion of £0.012M UKSPF grant funded Climate and Nature Strategy scheme
  - Inclusion of £0.975M in 2027/28 for Canal Quarter as per decision by Cabinet 31 July 2025
  - Inclusion of £0.850M in 2026/27 for car park improvements as detailed in the car parking strategy

- £1.176M of Brownfield Land release funding has been reprofiled from 2025/26 into 2026/27
- Parks & Open Spaces £0.871M and Salt Ayre Asset Management Plan £1.267M schemes under development slipped into 2026/27

2.3 The proposed revised capital programme can be found at **Appendix D**.

### 3. GENERAL FUND REVENUE IMPLICATIONS

3.1 As previously reported to Cabinet, the provisional outturn for 2024/25 resulted in minimum revenue provision (MRP) savings due to slippage and the use of capital receipts to finance capital acquisitions in 2024/25. The further changes detailed in this report result in further changes to the annual MRP requirement and the following revenue budgetary adjustments will be included in ongoing revenue projections :-

MRP Impact (Revenue Movement)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Provisional Outturn 2024/25	+£0.221M	+£0.190M	(-£0.015M)	(-£0.026M)	(-£0.017M)	+£0.426M
Mid Year Review 2025/26	-	+£0.159M	(-£0.037M)	(-£0.047M)	(-£0.038M)	(-£0.037M)
<b>Total Revenue Movement</b>	<b>+£0.221M</b>	<b>+£0.349M</b>	<b>(-£0.052M)</b>	<b>(-£0.073M)</b>	<b>(-£0.055M)</b>	<b>+£0.389M</b>

It should be noted that projected impacts are expressed as negative ( ) for adverse and positive + for favourable. Therefore an in-year revenue saving as per the table until 31 March 2027 is currently forecast.

3.2 The monitoring information to be presented to Cabinet on 2 December 2025 as part of the Q2 Delivering Our Priorities 2025/26 report will be updated to include the decision to support/reject the recommendations of this report.

### 4. HOUSING REVENUE ACCOUNT

4.1 The changes that this report is requesting to the programme with detailed explanations of the reasoning can be found at **Appendix C**.

4.2 To summarise, the following changes have been presented for consideration:-

- £0.012M UKSPF grant funded budget for Climate and Nature Strategy included under Energy Efficiency/Boiler Replacements in 2025/26

### 5. OPTIONS AND OPTIONS ANALYSIS

5.1 As the report is for consideration and progressing to Full Council, no alternatives are put forward.

### 6. CONCLUSION

6.1 Although the General Fund was able to respond to the financial challenges in 2024/25 and maintain balanced budget positions by utilising its reserves, this does not mean that the financial issues for the Council are resolved, it simply means that the in-year budget pressures were addressed. To put into context, a budget gap of £2.6M is still forecast for 2026/27 and this rises annually to £5.5M in 2029/30 for which the cumulative effect is not sustainable.

- 6.2 Reviewing the Capital Programme will allow for more robust revenue projections which in turn will improve financial planning. This will ensure that funds are allocated according to a set of predefined outcomes, or priorities to ensure that funds are directed toward the Council's key ambitions and statutory functions and away from areas which contribute less or not at all against the predetermined objectives.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b> The Capital and Revenue Programmes forms part of the Council budget framework.	
<b>CONCLUSION OF IMPACT ASSESSMENT</b> <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</b> Effective use of the Councils' resources is fundamental to the delivery of its priorities and outcomes.	
<b>LEGAL IMPLICATIONS</b> There are no legal implications directly arising.	
<b>FINANCIAL IMPLICATIONS</b> As set out in the report.	
<b>OTHER RESOURCE IMPLICATIONS</b> <b>Human Resources / Information Services / Property / Open Spaces:</b> References and any related implications are contained within the report and related appendices.	
<b>SECTION 151 OFFICER'S COMMENTS</b> The report has been authored by the Section 151 Officer.	
<b>MONITORING OFFICER'S COMMENTS</b> The Monitoring Officer has been consulted and has no further comments.	
<b>BACKGROUND PAPERS</b> None.	<b>Contact Officers:</b> Paul Thompson Chief Finance Officer & s151 Officer <b>Telephone:</b> 01524 582603 <b>E-mail:</b> <a href="mailto:pthompson@lancaster.gov.uk">pthompson@lancaster.gov.uk</a> <b>Ref:</b>



General Fund Capital Programme

Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>															
Vehicle Renewals	5,337,000		5,337,000	2,061,000		2,061,000	257,000		257,000	2,238,000		2,238,000	560,000		560,000
Winchester Field and Nature Area	118,000	(47,000)	71,000			0			0			0			0
Food Waste Strategy	1,462,000	(1,462,000)	0			0			0			0			0
Public Bins	500,000		500,000			0			0			0			0
Commercial Venue Improvements	150,000		150,000			0			0			0			0
<b>Housing &amp; Property</b>															
Disabled Facilities Grants	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0
Home Improvement Agency Vehicles	40,000	(40,000)	0			0			0			0			0
1 Lodge Street Urgent Structural Repairs	172,000		172,000			0			0			0			0
Gateway Solar Array	974,000		974,000			0			0			0			0
Commercial & Corporate Property	1,459,000		1,459,000	462,000		462,000	351,000		351,000	494,000		494,000	52,000		52,000
Coopers Fiels - BLRF	180,000	(180,000)	0			0			0			0			0
King Street	600,000	(200,000)	400,000			0			0			0			0
<b>People &amp; Policy</b>															
<b>Planning &amp; Climate Change</b>															
Burrow Beck Solar	3,600,000		3,600,000			0			0			0			0
Property De-carbonisation Works	3,825,000	(1,892,000)	1,933,000			0			0			0			0
<b>Resources</b>															
ICT Systems, Infrastructure & Equipment	392,000		392,000	351,000		351,000	326,000		326,000	181,000		181,000	176,000		176,000
<b>Sustainable Growth</b>															
Lancaster Heritage Action Zone	200,000		200,000			0			0			0			0
Lancaster Heritage Action Zone - St John's Church	500,000		500,000			0			0			0			0
Morecambe Sea Front Parapet Repair	30,000		30,000	30,000		30,000	30,000		30,000			0			0
Our Future Coast	63,000	(63,000)	0	85,000	(85,000)	0			0			0			0
<b>Schemes Under Development</b>															
Electrical Vehicle Charging Hubs	400,000		400,000			0			0			0			0
Parks & Open Spaces Improvement	871,000		871,000			0			0			0			0
SALC 3G Football Pitch			0	800,000	(560,000)	240,000			0			0			0
Salt Ayre Asset Management Plan	1,267,000		1,267,000			0			0			0			0
Wheelie Bins	2,208,000		2,208,000			0			0			0			0
Local Full Fibre Network (supplement)	400,000		400,000			0			0			0			0
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>27,079,000</b>	<b>(6,215,000)</b>	<b>20,864,000</b>	<b>6,120,000</b>	<b>(2,976,000)</b>	<b>3,144,000</b>	<b>3,295,000</b>	<b>(2,331,000)</b>	<b>964,000</b>	<b>5,244,000</b>	<b>(2,331,000)</b>	<b>2,913,000</b>	<b>3,119,000</b>	<b>(2,331,000)</b>	<b>788,000</b>
<b>Financing :</b>															
Capital Receipts			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			(109,000)			0			0			0			0
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>20,755,000</b>			<b>3,144,000</b>			<b>964,000</b>			<b>2,913,000</b>			<b>788,000</b>

Housing Revenue Account Capital Programme

Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>HRA</b>															
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000
Energy Efficiency/Boiler Replacement	1,501,000		1,501,000	1,265,000		1,265,000	1,265,000		1,265,000	1,093,000		1,093,000	979,000		979,000
Internal Refurbishment	1,078,000		1,078,000	1,078,000		1,078,000	1,097,000		1,097,000	1,135,000		1,135,000	1,135,000		1,135,000
External Refurbishment	637,000		637,000	270,000		270,000	0		0	0		0	0		0
Environmental Improvements	500,000		500,000	260,000		260,000	260,000		260,000	110,000		110,000	110,000		110,000
Re-roofing/Window Renewals	595,000		595,000	527,000		527,000	1,024,000		1,024,000	1,423,000		1,423,000	744,000		744,000
Rewiring	88,000		88,000	88,000		88,000	90,000		90,000	90,000		90,000	90,000		90,000
Fire Precaution Works	210,000		210,000	150,000		150,000	150,000		150,000	180,000		180,000	180,000		180,000
Housing Renewal and Renovation	957,000		957,000	507,000		507,000	507,000		507,000	207,000		207,000	657,000		657,000
Acquisitions	250,000		250,000	0		0	0		0	0		0	0		0
<b>HRA CAPITAL PROGRAMME</b>	<b>6,116,000</b>	<b>0</b>	<b>6,116,000</b>	<b>4,445,000</b>	<b>0</b>	<b>4,445,000</b>	<b>4,693,000</b>	<b>0</b>	<b>4,693,000</b>	<b>4,538,000</b>	<b>0</b>	<b>4,538,000</b>	<b>4,195,000</b>	<b>0</b>	<b>4,195,000</b>
<b>Financing :</b>															
Capital Receipts			(1,347,000)			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0
Major Repairs Reserve			(4,769,000)			(4,445,000)			(4,693,000)			(4,538,000)			(4,195,000)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>

General Fund Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>																		
Vehicle Renewals	2,469,000		2,469,000	5,679,000		5,679,000	3,511,000		3,511,000	1,565,000		1,565,000	2,179,000		2,179,000	25,856,000	0	25,856,000
Winchester Field and Nature Area			0			0			0			0			0	118,000	(47,000)	71,000
Food Waste Strategy			0			0			0			0			0	1,462,000	(1,462,000)	0
Public Bins			0			0			0			0			0	500,000	0	500,000
Commercial Venue Improvements			0			0			0			0			0	150,000	0	150,000
<b>Housing &amp; Property</b>																		
Disabled Facilities Grants	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0			0			0	18,648,000	(18,648,000)	0
Home Improvement Agency Vehicles			0			0			0			0			0	40,000	(40,000)	0
1 Lodge Street Urgent Structural Repairs			0			0			0			0			0	172,000	0	172,000
Gateway Solar Array			0			0			0			0			0	974,000	0	974,000
Commercial & Corporate Property			0	152,000		152,000			0	208,000		208,000	379,000		379,000	3,557,000	0	3,557,000
Coopers Fiels - BLRF			0			0			0			0			0	180,000	(180,000)	0
King Street			0			0			0			0			0	600,000	(200,000)	400,000
<b>People &amp; Policy</b>																		
<b>Planning &amp; Climate Change</b>																		
Burrow Beck Solar			0			0			0			0			0	3,600,000	0	3,600,000
Property De-carbonisation Works			0			0			0			0			0	3,825,000	(1,892,000)	1,933,000
<b>Resources</b>																		
ICT Systems, Infrastructure & Equipment	467,000		467,000	328,000		328,000	190,000		190,000	334,000		334,000	279,000		279,000	3,024,000	0	3,024,000
<b>Sustainable Growth</b>																		
Lancaster Heritage Action Zone			0			0			0			0			0	200,000	0	200,000
Lancaster Heritage Action Zone - St John's Church			0			0			0			0			0	500,000	0	500,000
Morecambe Sea Front Parapet Repair			0			0			0			0			0	90,000	0	90,000
Our Future Coast			0			0			0			0			0	148,000	(148,000)	0
<b>Schemes Under Development</b>																		
Electrical Vehicle Charging Hubs			0			0			0			0			0	400,000	0	400,000
Parks & Open Spaces Improvement			0			0			0			0			0	871,000	0	871,000
SALC 3G Football Pitch			0			0			0			0			0	800,000	(560,000)	240,000
Salt Ayre Asset Management Plan			0			0			0			0			0	1,267,000	0	1,267,000
Wheelie Bins			0			0			0			0			0	2,208,000	0	2,208,000
Local Full Fibre Network (supplement)			0			0			0			0			0	400,000	0	400,000
<b>GENERAL FUND CAPITAL PROGRAMME</b>	5,267,000	(2,331,000)	2,936,000	8,490,000	(2,331,000)	6,159,000	6,032,000	(2,331,000)	3,701,000	2,107,000	0	2,107,000	2,837,000	0	2,837,000	69,590,000	(23,177,000)	46,413,000
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0			(109,000)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			2,936,000			6,159,000			3,701,000			2,107,000			2,837,000			46,304,000

Housing Revenue Account Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>HRA</b>																		
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	3,000,000	0	3,000,000
Energy Efficiency/Boiler Replacement	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	10,053,000	0	10,053,000
Internal Refurbishment	936,000		936,000	946,000		946,000	936,000		936,000	945,000		945,000	945,000		945,000	10,231,000	0	10,231,000
External Refurbishment	192,000		192,000	759,000		759,000	288,000		288,000	0		0	0		0	2,146,000	0	2,146,000
Environmental Improvements	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	1,940,000	0	1,940,000
Re-roofing/Window Renewals	686,000		686,000	0		0	1,256,000		1,256,000	1,288,000		1,288,000	1,288,000		1,288,000	8,831,000	0	8,831,000
Rewiring	88,000		88,000	90,000		90,000	88,000		88,000	90,000		90,000	90,000		90,000	892,000	0	892,000
Fire Precaution Works	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	1,770,000	0	1,770,000
Housing Renewal and Renovation	657,000		657,000	657,000		657,000	207,000		207,000	207,000		207,000	207,000		207,000	4,770,000	0	4,770,000
Acquisitions	0		0	0		0	0		0	0		0	0		0	250,000	0	250,000
<b>HRA CAPITAL PROGRAMME</b>	3,969,000	0	3,969,000	3,862,000	0	3,862,000	4,185,000	0	4,185,000	3,940,000	0	3,940,000	3,940,000	0	3,940,000	43,883,000	0	43,883,000
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			(1,347,000)
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			(30,000)			(30,000)			(30,000)			(30,000)			(30,000)			(150,000)
Major Repairs Reserve			(3,939,000)			(3,832,000)			(4,155,000)			(3,910,000)			(3,910,000)			(42,386,000)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			0			0			0			0			0			0

General Fund Capital Programme

Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>															
Vehicle Renewals	5,370,000		5,370,000	2,061,000		2,061,000	257,000		257,000	2,238,000		2,238,000	560,000		560,000
LTA Tennis Court Refurbishment	52,000	(52,000)	0			0			0			0			0
Playground The Roods - Warton	60,000	(60,000)	0			0			0			0			0
Winchester Field and Nature Area	118,000	(47,000)	71,000			0			0			0			0
Food Waste Strategy	1,462,000	(1,462,000)	0			0			0			0			0
Public Bins	500,000		500,000			0			0			0			0
Commercial Venue Improvements	150,000		150,000			0			0			0			0
Wheelie Bins	2,208,000		2,208,000			0			0			0			0
<b>Housing &amp; Property</b>															
Disabled Facilities Grants	3,247,000	(3,247,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0
Home Improvement Agency Vehicles	40,000	(40,000)	0			0			0			0			0
1 Lodge Street Urgent Structural Repairs	295,000		295,000			0			0			0			0
Gateway Solar Array	976,000		976,000			0			0			0			0
Commercial & Corporate Property	1,741,000		1,741,000	462,000		462,000	351,000		351,000	494,000		494,000	52,000		52,000
Coopers Fields - BLRF	182,000	(182,000)	0			0			0			0			0
King Street	600,000	(200,000)	400,000			0			0			0			0
White Lund Depot - Offices	272,000		272,000			0			0			0			0
UKSPF 25/26 Affordable Warmth	38,000	(38,000)	0			0			0			0			0
<b>People &amp; Policy</b>															
UKSPF 25/26 External Projects	163,000	(163,000)	0			0			0			0			0
REPF 25/26 External Projects	150,000	(150,000)	0			0			0			0			0
<b>Planning &amp; Climate Change</b>															
Burrow Beck Solar	4,153,000		4,153,000			0			0			0			0
Electric Vehicle Charging Hub	341,000	(341,000)	0			0			0			0			0
Property De-carbonisation Works	4,325,000	(1,892,000)	2,433,000			0			0			0			0
SALC -optimised solar farm, air source heating pumps & glazing	10,000	(10,000)	0			0			0			0			0
UKSPF 25/26 Local Area Energy Plan	95,000	(95,000)	0			0			0			0			0
<b>Resources</b>															
ICT Systems, Infrastructure & Equipment	531,000		531,000	351,000		351,000	326,000		326,000	181,000		181,000	176,000		176,000
ICT Nimble	252,000		252,000			0			0			0			0
Local Full Fibre Network	1,070,000		1,070,000			0			0			0			0
<b>Sustainable Growth</b>															
Lancaster Heritage Action Zone	282,000	(11,000)	271,000			0			0			0			0
Lancaster Heritage Action Zone - St John's Church	500,000		500,000			0			0			0			0
Caton Road Flood Relief Scheme	1,579,000	(1,579,000)	0			0			0			0			0
Centenary House Grant Funded Works	462,000	(462,000)	0			0			0			0			0
Lancaster Square Routes	21,000	(16,000)	5,000			0			0			0			0
Coastal Revival Fund - Morecambe Co-Op Building	8,000	(8,000)	0			0			0			0			0
City Museum Shop	14,000		14,000			0			0			0			0
Morecambe Sea Front Parapet Repair	60,000		60,000	30,000		30,000	30,000		30,000			0			0
Bare Outfall Flooding	18,000		18,000			0			0			0			0
Our Future Coast	367,000	(367,000)	0	85,000	(85,000)	0			0			0			0
<b>Schemes Under Development</b>															
Canal Quarter - Nelson St/St Leonardsgate	2,389,000	(2,389,000)	0			0			0			0			0
Electrical Vehicle Charging Hubs	400,000		400,000			0			0			0			0
Parks & Open Spaces Improvement	871,000		871,000			0			0			0			0
SALC 3G Football Pitch			0	800,000	(560,000)	240,000			0			0			0
Salt Ayre Asset Management Plan	1,267,000		1,267,000			0			0			0			0
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>36,639,000</b>	<b>(12,811,000)</b>	<b>23,828,000</b>	<b>6,120,000</b>	<b>(2,976,000)</b>	<b>3,144,000</b>	<b>3,295,000</b>	<b>(2,331,000)</b>	<b>964,000</b>	<b>5,244,000</b>	<b>(2,331,000)</b>	<b>2,913,000</b>	<b>3,119,000</b>	<b>(2,331,000)</b>	<b>788,000</b>
<b>Financing :</b>															
Capital Receipts			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			(109,000)			0			0			0			0
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>23,719,000</b>			<b>3,144,000</b>			<b>964,000</b>			<b>2,913,000</b>			<b>788,000</b>

General Fund Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>																		
Vehicle Renewals	2,469,000		2,469,000	5,679,000		5,679,000	3,511,000		3,511,000	1,565,000		1,565,000	2,179,000		2,179,000	25,889,000	0	25,889,000
LTA Tennis Court Refurbishment			0			0			0			0			0	52,000	(52,000)	0
Playground The Roods - Warton			0			0			0			0			0	60,000	(60,000)	0
Winchester Field and Nature Area			0			0			0			0			0	118,000	(47,000)	71,000
Food Waste Strategy			0			0			0			0			0	1,462,000	(1,462,000)	0
Public Bins			0			0			0			0			0	500,000	0	500,000
Commercial Venue Improvements			0			0			0			0			0	150,000	0	150,000
Wheelie Bins			0			0			0			0			0	2,208,000	0	2,208,000
<b>Housing &amp; Property</b>																		
Disabled Facilities Grants	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0			0			0	19,564,000	(19,564,000)	0
Home Improvement Agency Vehicles			0			0			0			0			0	40,000	(40,000)	0
1 Lodge Street Urgent Structural Repairs			0			0			0			0			0	295,000	0	295,000
Gateway Solar Array			0			0			0			0			0	976,000	0	976,000
Commercial & Corporate Property			0	152,000		152,000			0	208,000		208,000	379,000		379,000	3,839,000	0	3,839,000
Coopers Fiels - BLRF			0			0			0			0			0	182,000	(182,000)	0
King Street			0			0			0			0			0	600,000	(200,000)	400,000
White Lund Depot - Offices			0			0			0			0			0	272,000	0	272,000
UKSPF 25/26 Affordable Warmth			0			0			0			0			0	38,000	(38,000)	0
<b>People &amp; Policy</b>																		
UKSPF 25/26 External Projects			0			0			0			0			0	163,000	(163,000)	0
REPF 25/26 External Projects			0			0			0			0			0	150,000	(150,000)	0
<b>Planning &amp; Climate Change</b>																		
Burrow Beck Solar			0			0			0			0			0	4,153,000	0	4,153,000
Electric Vehicle Charging Hub			0			0			0			0			0	341,000	(341,000)	0
Property De-carbonisation Works			0			0			0			0			0	4,325,000	(1,892,000)	2,433,000
SALC -optimised solar farm, air source heating pumps & glazing			0			0			0			0			0	10,000	(10,000)	0
UKSPF 25/26 Local Area Energy Plan			0			0			0			0			0	95,000	(95,000)	0
<b>Resources</b>																		
ICT Systems, Infrastructure & Equipment	467,000		467,000	328,000		328,000	190,000		190,000	334,000		334,000	279,000		279,000	3,163,000	0	3,163,000
ICT Nimble			0			0			0			0			0	252,000	0	252,000
Local Full Fibre Network			0			0			0			0			0	1,070,000	0	1,070,000
<b>Sustainable Growth</b>																		
Lancaster Heritage Action Zone			0			0			0			0			0	282,000	(11,000)	271,000
Lancaster Heritage Action Zone - St John's Church			0			0			0			0			0	500,000	0	500,000
Caton Road Flood Relief Scheme			0			0			0			0			0	1,579,000	(1,579,000)	0
Centenary House Grant Funded Works			0			0			0			0			0	462,000	(462,000)	0
Lancaster Square Routes			0			0			0			0			0	21,000	(16,000)	5,000
Coastal Revival Fund - Morecambe Co-Op Building			0			0			0			0			0	8,000	(8,000)	0
City Museum Shop			0			0			0			0			0	14,000	0	14,000
Morecambe Sea Front Parapet Repair			0			0			0			0			0	120,000	0	120,000
Bare Outfall Flooding			0			0			0			0			0	18,000	0	18,000
Our Future Coast			0			0			0			0			0	452,000	(452,000)	0
<b>Schemes Under Development</b>																		
Canal Quarter - Nelson St/St Leonardsgate			0			0			0			0			0	2,389,000	(2,389,000)	0
Electrical Vehicle Charging Hubs			0			0			0			0			0	400,000	0	400,000
Parks & Open Spaces Improvement			0			0			0			0			0	871,000	0	871,000
SALC 3G Football Pitch			0			0			0			0			0	800,000	(560,000)	240,000
Salt Ayre Asset Management Plan			0			0			0			0			0	1,267,000	0	1,267,000
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>5,267,000</b>	<b>(2,331,000)</b>	<b>2,936,000</b>	<b>8,490,000</b>	<b>(2,331,000)</b>	<b>6,159,000</b>	<b>6,032,000</b>	<b>(2,331,000)</b>	<b>3,701,000</b>	<b>2,107,000</b>	<b>0</b>	<b>2,107,000</b>	<b>2,837,000</b>	<b>0</b>	<b>2,837,000</b>	<b>79,150,000</b>	<b>(29,773,000)</b>	<b>49,377,000</b>
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0			(109,000)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>2,936,000</b>			<b>6,159,000</b>			<b>3,701,000</b>			<b>2,107,000</b>			<b>2,837,000</b>			<b>49,268,000</b>

Housing Revenue Account Capital Programme															
Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
HRA															
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000
Energy Efficiency/Boiler Replacement	2,060,400	(226,100)	1,834,300	1,545,700	(280,700)	1,265,000	1,537,900	(272,900)	1,265,000	1,093,000		1,093,000	979,000		979,000
Internal Refurbishment	1,078,000		1,078,000	1,078,000		1,078,000	1,097,000		1,097,000	1,135,000		1,135,000	1,135,000		1,135,000
External Refurbishment	855,400		855,400	270,000		270,000			0			0			0
Environmental Improvements	500,000		500,000	260,000		260,000	260,000		260,000	110,000		110,000	110,000		110,000
Re-roofing/Window Renewals	692,900		692,900	527,000		527,000	1,024,000		1,024,000	1,423,000		1,423,000	744,000		744,000
Rewiring	128,000		128,000	88,000		88,000	90,000		90,000	90,000		90,000	90,000		90,000
Lift Replacements	42,000		42,000			0			0			0			0
Fire Precaution Works	335,000		335,000	150,000		150,000	150,000		150,000	180,000		180,000	180,000		180,000
Housing Renewal and Renovation	997,500	(59,000)	938,500	507,000		507,000	507,000		507,000	207,000		207,000	657,000		657,000
Mainway Regeneration Project	355,500	(355,500)	0			0			0			0			0
Acquisitions	794,900		794,900			0			0			0			0
HRA CAPITAL PROGRAMME	8,139,600	(640,600)	7,499,000	4,725,700	(280,700)	4,445,000	4,965,900	(272,900)	4,693,000	4,538,000	0	4,538,000	4,195,000	0	4,195,000
Financing :															
Capital Receipts			(1,407,600)			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0
Major Repairs Reserve			(6,091,400)			(4,445,000)			(4,693,000)			(4,538,000)			(4,195,000)
Increase/(Reduction) in Capital Financing Requirement (CFR)			0			0			0			0			0

Housing Revenue Account Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>HRA</b>																		
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	3,000,000	0	3,000,000
Energy Efficiency/Boiler Replacement	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	11,166,000	(779,700)	10,386,300
Internal Refurbishment	936,000		936,000	946,000		946,000	936,000		936,000	945,000		945,000	945,000		945,000	10,231,000	0	10,231,000
External Refurbishment	192,000		192,000	759,000		759,000	288,000		288,000			0			0	2,364,400	0	2,364,400
Environmental Improvements	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	1,940,000	0	1,940,000
Re-roofing/Window Renewals	686,000		686,000			0	1,256,000		1,256,000	1,288,000		1,288,000	1,288,000		1,288,000	8,928,900	0	8,928,900
Rewiring	88,000		88,000	90,000		90,000	88,000		88,000	90,000		90,000	90,000		90,000	932,000	0	932,000
Lift Replacements			0			0			0			0			0	42,000	0	42,000
Fire Precaution Works	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	1,895,000	0	1,895,000
Housing Renewal and Renovation	657,000		657,000	657,000		657,000	207,000		207,000	207,000		207,000	207,000		207,000	4,810,500	(59,000)	4,751,500
Mainway Regeneration Project			0			0			0			0			0	355,500	(355,500)	0
Acquisitions			0			0			0			0			0	794,900	0	794,900
<b>HRA CAPITAL PROGRAMME</b>	<b>3,969,000</b>	<b>0</b>	<b>3,969,000</b>	<b>3,862,000</b>	<b>0</b>	<b>3,862,000</b>	<b>4,185,000</b>	<b>0</b>	<b>4,185,000</b>	<b>3,940,000</b>	<b>0</b>	<b>3,940,000</b>	<b>3,940,000</b>	<b>0</b>	<b>3,940,000</b>	<b>46,460,200</b>	<b>(1,194,200)</b>	<b>45,266,000</b>
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			(1,407,600)
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			(30,000)			(30,000)			(30,000)			(30,000)			(30,000)			(150,000)
Major Repairs Reserve			(3,939,000)			(3,832,000)			(4,155,000)			(3,910,000)			(3,910,000)			(43,708,400)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>

CAPITAL PROGRAMME MID YEAR REVIEW 2025/26 - REQUESTED CHANGES											Total 10 year £'000	Reason for Change
	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	2033/34 £'000	2034/35 £'000		
<b>GENERAL FUND</b>												
<b>Environment &amp; Place</b>												
Vehicle Renewals	(177)	157	(53)	(54)			622	860		36	1,391	the vehicle renewal programme has been updated for amended profiles, costs and additional replacement vehicles to include the future replacements of refuse collection vehicles due to be acquired in 2025/26 from grant funding
Capital Access Works	0										0	DEFRA grant of £0.064M accepted to improve footpaths and accessibility
National Landscapes Core Capital Works	0										0	DEFRA grant of £0.119M accepted for National Landscapes Capital works in 2025/26
	(177)	157	(53)	(54)	0	0	622	860	0	36	1,391	
<b>Housing &amp; Property</b>												
Disabled Facilities Grants	0								0	0	0	Increase in 2025/26 budget of £0.856M to reflect actual grant received in year. 2033/34 and 2034/35 budgets increased to include assumed future grant awards.
1 Lodge Street	57										57	£0.057M moved from Lancaster Heritage Action Zone to cover budget shortfall in 2025/26
Coppers Field - BLRF	0										0	£0.182M grant funding returned to schemes under development whilst engagement exercise is completed
King Street	(350)	350									0	£0.350M slipped into 2026/27 as scheme is still in early planning stage
	(293)	350	0	0	0	0	0	0	0	0	57	
<b>Planning &amp; Climate Change</b>												
Electric Vehicle Charging Hub	60										60	£0.060M transferred from schemes under development to cover the Council's contribution to the DEFRA funded scheme
UKSPF 25/26 Climate & Nature Strategy	0										0	£0.012M grant funded scheme included following allocation of 2025/26 UKSPF funding
	60	0	0	0	0	0	0	0	0	0	60	
<b>Sustainable Growth</b>												
Lancaster Heritage Action Zone	(57)										(57)	£0.057M transferred to 1 Lodge Street to cover budget shortfall in 2025/26
Canal Quarter			975								975	£0.975M included in 2027/28 as per Cabinet decision 31.07.2025
	(57)	0	975	0	0	0	0	0	0	0	918	
<b>Schemes Under Development</b>												
Canal Quarter - Nelson St/St Leonardsgate	0	0									0	£0.182M Brownfield Land Release Fund grant returned to schemes under development for St Leonards Gate works. £1.176M slipped from 2025/26 to 2026/27
Car Parking Strategy		850									850	Amounts included for Car Park improvements works as outlined in the report seen by Cabinet on 3rd June 2025
Electrical Vehicle Charging Hubs	(60)										(60)	£0.060M transferred to the main body of the capital programme to cover the Council's contribution for the DEFRA funded scheme
Parks & Open Spaces Improvement	(871)	871									0	Scheme slipped from 2025/26 into 2026/27
Salt Ayre Asset Management Plan	(1,267)	1,267									0	Scheme slipped from 2025/26 into 2026/27
	(2,198)	2,988	0	0	0	0	0	0	0	0	790	
<b>TOTAL GENERAL FUND</b>	<b>(2,665)</b>	<b>3,495</b>	<b>922</b>	<b>(54)</b>	<b>0</b>	<b>0</b>	<b>622</b>	<b>860</b>	<b>0</b>	<b>36</b>	<b>3,216</b>	
<b>HOUSING REVENUE ACCOUNT</b>												
<b>Housing &amp; Property</b>												
Energy Efficiency/Boiler Replacement	0										0	£0.012M UKSPF grant funded climate and nature strategy scheme included under Energy Efficiency/Boiler Replacements in 2025/26
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL REQUESTED CHANGES</b>	<b>(2,665)</b>	<b>3,495</b>	<b>922</b>	<b>(54)</b>	<b>0</b>	<b>0</b>	<b>622</b>	<b>860</b>	<b>0</b>	<b>36</b>	<b>3,216</b>	

General Fund Capital Programme															
Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>															
Vehicle Renewals	5,193,000		5,193,000	2,218,000		2,218,000	204,000		204,000	2,184,000		2,184,000	560,000		560,000
LTA Tennis Court Refurbishment	52,000	(52,000)	0			0			0			0			0
Playground The Roods - Warton	60,000	(60,000)	0			0			0			0			0
Winchester Field and Nature Area	118,000	(47,000)	71,000			0			0			0			0
Food Waste Strategy	1,462,000	(1,462,000)	0			0			0			0			0
Public Bins	500,000		500,000			0			0			0			0
Commercial Venue Improvements	150,000		150,000			0			0			0			0
Wheelie Bins	2,208,000		2,208,000			0			0			0			0
Capital Access Works	64,000	(64,000)	0			0			0			0			0
National Landscapes Core Capital	119,000	(119,000)	0			0			0			0			0
<b>Housing &amp; Property</b>															
Disabled Facilities Grants	4,103,000	(4,103,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0
Home Improvement Agency Vehicles	40,000	(40,000)	0			0			0			0			0
UKSPF 25/26 Affordable Warmth	38,000	(38,000)	0			0			0			0			0
1 Lodge Street Urgent Structural Repairs	352,000		352,000			0			0			0			0
Gateway Solar Array	976,000		976,000			0			0			0			0
Commercial & Corporate Property	1,741,000		1,741,000	462,000		462,000	351,000		351,000	494,000		494,000	52,000		52,000
White Lund Depot - Offices	272,000		272,000			0			0			0			0
Coopers Fiels - BLRF	0	0	0			0			0			0			0
King Street	50,000		50,000	550,000	(200,000)	350,000			0			0			0
<b>People &amp; Policy</b>															
UKSPF 25/26 External Projects	163,000	(163,000)	0			0			0			0			0
REPF 25/26 External Projects	150,000	(150,000)	0			0			0			0			0
<b>Planning &amp; Climate Change</b>															
Burrow Beck Solar	4,153,000		4,153,000			0			0			0			0
Electric Vehicle Charging Hub	401,000	(341,000)	60,000			0			0			0			0
Property De-carbonisation Works	4,325,000	(1,892,000)	2,433,000			0			0			0			0
SALC -optimised solar farm, air source heating pumps & glazing	10,000	(10,000)	0			0			0			0			0
UKSPF 25/26 Climate & Nature Strategy	12,000	(12,000)	0			0			0			0			0
UKSPF 25/26 Local Area Energy Plan	95,000	(95,000)	0			0			0			0			0
<b>Resources</b>															
IT Strategy	237,000		237,000	173,000		173,000	103,000		103,000	15,000		15,000	50,000		50,000
IS Desktop Equipment	258,000		258,000	138,000		138,000	198,000		198,000	161,000		161,000	121,000		121,000
ICT Telephony	14,000		14,000	40,000		40,000			0			0			0
ICT Laptop Replacement & e-campus screens	22,000		22,000			0	25,000		25,000	5,000		5,000	5,000		5,000
ICT Nimble	252,000		252,000			0			0			0			0
Local Full Fibre Network (including Data Centre)	1,070,000		1,070,000			0			0			0			0
<b>Sustainable Growth</b>															
Lancaster Heritage Action Zone	225,000	(11,000)	214,000			0			0			0			0
Lancaster Heritage Action Zone - St John's Church	500,000		500,000			0			0			0			0
Caton Road Flood Relief Scheme	1,579,000	(1,579,000)	0			0			0			0			0
Centenary House Grant Funded Works	462,000	(462,000)	0			0			0			0			0
Lancaster Square Routes	21,000	(16,000)	5,000			0			0			0			0
Coastal Revival Fund - Morecambe Co-Op Building	8,000	(8,000)	0			0			0			0			0
City Museum Shop	14,000		14,000			0			0			0			0
Morecambe Sea Front Parapet Repair	60,000		60,000	30,000		30,000	30,000		30,000			0			0
Bare Outfall Flooding	18,000		18,000			0			0			0			0
Our Future Coast	367,000	(367,000)	0	85,000	(85,000)	0			0			0			0
Canal Quarter			0			0	975,000		975,000			0			0
<b>Schemes Under Development</b>															
Canal Quarter	1,395,000	(1,395,000)	0	1,176,000	(1,176,000)	0			0			0			0
Car Parking Strategy			0	850,000		850,000			0			0			0
Electrical Vehicle Charging Hubs	340,000		340,000			0			0			0			0
Parks & Open Spaces Improvement			0	871,000		871,000			0			0			0
SALC 3G Football Pitch			0	800,000	(560,000)	240,000			0			0			0
Salt Ayre Asset Management Plan			0	1,267,000		1,267,000			0			0			0
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>33,649,000</b>	<b>(12,486,000)</b>	<b>21,163,000</b>	<b>10,991,000</b>	<b>(4,352,000)</b>	<b>6,639,000</b>	<b>4,217,000</b>	<b>(2,331,000)</b>	<b>1,886,000</b>	<b>5,190,000</b>	<b>(2,331,000)</b>	<b>2,859,000</b>	<b>3,119,000</b>	<b>(2,331,000)</b>	<b>788,000</b>
<b>Financing :</b>															
Capital Receipts			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			(109,000)			0			0			0			0
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>21,054,000</b>			<b>6,639,000</b>			<b>1,886,000</b>			<b>2,859,000</b>			<b>788,000</b>



General Fund Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Environment &amp; Place</b>																		
Vehicle Renewals	2,469,000		2,469,000	6,301,000		6,301,000	4,371,000		4,371,000	1,565,000		1,565,000	2,215,000		2,215,000	27,280,000	0	27,280,000
LTA Tennis Court Refurbishment			0			0			0			0			0	52,000	(52,000)	0
Playground The Roads - Warton			0			0			0			0			0	60,000	(60,000)	0
Winchester Field and Nature Area			0			0			0			0			0	118,000	(47,000)	71,000
Food Waste Strategy			0			0			0			0			0	1,462,000	(1,462,000)	0
Public Bins			0			0			0			0			0	500,000	0	500,000
Commercial Venue Improvements			0			0			0			0			0	150,000	0	150,000
Wheelie Bins			0			0			0			0			0	2,208,000	0	2,208,000
Capital Access Works			0			0			0			0			0	64,000	(64,000)	0
National Landscapes Core Capital			0			0			0			0			0	119,000	(119,000)	0
<b>Housing &amp; Property</b>																		
Disabled Facilities Grants	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	2,331,000	(2,331,000)	0	25,082,000	(25,082,000)	0
Home Improvement Agency Vehicles			0			0			0			0			0	40,000	(40,000)	0
UKSPF 25/26 Affordable Warmth			0			0			0			0			0	38,000	(38,000)	0
1 Lodge Street Urgent Structural Repairs			0			0			0			0			0	352,000	0	352,000
Gateway Solar Array			0			0			0			0			0	976,000	0	976,000
Commercial & Corporate Property			0	152,000		152,000			0	208,000		208,000	379,000		379,000	3,839,000	0	3,839,000
White Lund Depot - Offices			0			0			0			0			0	272,000	0	272,000
Coopers Fiels - BLRF			0			0			0			0			0	0	0	0
King Street			0			0			0			0			0	600,000	(200,000)	400,000
<b>People &amp; Policy</b>																		
UKSPF 25/26 External Projects			0			0			0			0			0	163,000	(163,000)	0
REPF 25/26 External Projects			0			0			0			0			0	150,000	(150,000)	0
<b>Planning &amp; Climate Change</b>																		
Burrow Beck Solar			0			0			0			0			0	4,153,000	0	4,153,000
Electric Vehicle Charging Hub			0			0			0			0			0	401,000	(341,000)	60,000
Property De-carbonisation Works			0			0			0			0			0	4,325,000	(1,892,000)	2,433,000
SALC -optimised solar farm, air source heating pumps & glazing			0			0			0			0			0	10,000	(10,000)	0
UKSPF 25/26 Climate & Nature Strategy			0			0			0			0			0	12,000	(12,000)	0
UKSPF 25/26 Local Area Energy Plan			0			0			0			0			0	95,000	(95,000)	0
<b>Resources</b>																		
IT Strategy	100,000		100,000	115,000		115,000	50,000		50,000	138,000		138,000	103,000		103,000	1,084,000	0	1,084,000
IS Desktop Equipment	162,000		162,000	208,000		208,000	135,000		135,000	156,000		156,000	151,000		151,000	1,688,000	0	1,688,000
ICT Telephony			0			0			0			0			0	54,000	0	54,000
ICT Laptop Replacement & e-campus screens	205,000		205,000	5,000		5,000	5,000		5,000	40,000		40,000	25,000		25,000	337,000	0	337,000
ICT Nimble			0			0			0			0			0	252,000	0	252,000
Local Full Fibre Network (including Data Centre)			0			0			0			0			0	1,070,000	0	1,070,000
<b>Sustainable Growth</b>																		
Lancaster Heritage Action Zone			0			0			0			0			0	225,000	(11,000)	214,000
Lancaster Heritage Action Zone - St John's Church			0			0			0			0			0	500,000	0	500,000
Caton Road Flood Relief Scheme			0			0			0			0			0	1,579,000	(1,579,000)	0
Centenary House Grant Funded Works			0			0			0			0			0	462,000	(462,000)	0
Lancaster Square Routes			0			0			0			0			0	21,000	(16,000)	5,000
Coastal Revival Fund - Morecambe Co-Op Building			0			0			0			0			0	8,000	(8,000)	0
City Museum Shop			0			0			0			0			0	14,000	0	14,000
Morecambe Sea Front Parapet Repair			0			0			0			0			0	120,000	0	120,000
Bare Outfall Flooding			0			0			0			0			0	18,000	0	18,000
Our Future Coast			0			0			0			0			0	452,000	(452,000)	0
Canal Quarter			0			0			0			0			0	975,000	0	975,000
<b>Schemes Under Development</b>																		
Canal Quarter			0			0			0			0			0	2,571,000	(2,571,000)	0
Car Parking Strategy			0			0			0			0			0	850,000	0	850,000
Electrical Vehicle Charging Hubs			0			0			0			0			0	340,000	0	340,000
Parks & Open Spaces Improvement			0			0			0			0			0	871,000	0	871,000
SALC 3G Football Pitch			0			0			0			0			0	800,000	(560,000)	240,000
Salt Ayre Asset Management Plan			0			0			0			0			0	1,267,000	0	1,267,000
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>5,267,000</b>	<b>(2,331,000)</b>	<b>2,936,000</b>	<b>9,112,000</b>	<b>(2,331,000)</b>	<b>6,781,000</b>	<b>6,892,000</b>	<b>(2,331,000)</b>	<b>4,561,000</b>	<b>4,438,000</b>	<b>(2,331,000)</b>	<b>2,107,000</b>	<b>5,204,000</b>	<b>(2,331,000)</b>	<b>2,873,000</b>	<b>88,079,000</b>	<b>(35,486,000)</b>	<b>52,593,000</b>
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			0
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0			(109,000)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>2,936,000</b>			<b>6,781,000</b>			<b>4,561,000</b>			<b>2,107,000</b>			<b>2,873,000</b>			<b>52,484,000</b>

Housing Revenue Account Capital Programme															
Service / Scheme	2025/26			2026/27			2027/28			2028/29			2029/30		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
HRA															
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000
Energy Efficiency/Boiler Replacement	2,072,400	(238,100)	1,834,300	1,545,700	(280,700)	1,265,000	1,537,900	(272,900)	1,265,000	1,093,000		1,093,000	979,000		979,000
Internal Refurbishment	1,078,000		1,078,000	1,078,000		1,078,000	1,097,000		1,097,000	1,135,000		1,135,000	1,135,000		1,135,000
External Refurbishment	855,400		855,400	270,000		270,000			0			0			0
Environmental Improvements	500,000		500,000	260,000		260,000	260,000		260,000	110,000		110,000	110,000		110,000
Re-roofing/Window Renewals	692,900		692,900	527,000		527,000	1,024,000		1,024,000	1,423,000		1,423,000	744,000		744,000
Rewiring	128,000		128,000	88,000		88,000	90,000		90,000	90,000		90,000	90,000		90,000
Lift Replacements	42,000		42,000			0			0			0			0
Fire Precaution Works	335,000		335,000	150,000		150,000	150,000		150,000	180,000		180,000	180,000		180,000
Housing Renewal and Renovation	997,500	(59,000)	938,500	507,000		507,000	507,000		507,000	207,000		207,000	657,000		657,000
Mainway Regeneration Project	355,500	(355,500)	0			0			0			0			0
Acquisitions	794,900		794,900			0			0			0			0
HRA CAPITAL PROGRAMME	8,151,600	(652,600)	7,499,000	4,725,700	(280,700)	4,445,000	4,965,900	(272,900)	4,693,000	4,538,000	0	4,538,000	4,195,000	0	4,195,000
Financing :															
Capital Receipts			(1,407,600)			0			0			0			0
Direct Revenue Financing			0			0			0			0			0
Earmarked Reserves			0			0			0			0			0
Major Repairs Reserve			(6,091,400)			(4,445,000)			(4,693,000)			(4,538,000)			(4,195,000)
Increase/(Reduction) in Capital Financing Requirement (CFR)			0			0			0			0			0

Housing Revenue Account Capital Programme

Service / Scheme	2030/31			2031/32			2032/33			2033/34			2034/35			10 YEAR TOTAL (FROM 2025/26)		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>HRA</b>																		
Adaptations	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	300,000		300,000	3,000,000	0	3,000,000
Energy Efficiency/Boiler Replacement	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	790,000		790,000	11,178,000	(791,700)	10,386,300
Internal Refurbishment	936,000		936,000	946,000		946,000	936,000		936,000	945,000		945,000	945,000		945,000	10,231,000	0	10,231,000
External Refurbishment	192,000		192,000	759,000		759,000	288,000		288,000			0			0	2,364,400	0	2,364,400
Environmental Improvements	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	140,000		140,000	1,940,000	0	1,940,000
Re-roofing/Window Renewals	686,000		686,000			0	1,256,000		1,256,000	1,288,000		1,288,000	1,288,000		1,288,000	8,928,900	0	8,928,900
Rewiring	88,000		88,000	90,000		90,000	88,000		88,000	90,000		90,000	90,000		90,000	932,000	0	932,000
Lift Replacements			0			0			0			0			0	42,000	0	42,000
Fire Precaution Works	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000	1,895,000	0	1,895,000
Housing Renewal and Renovation	657,000		657,000	657,000		657,000	207,000		207,000	207,000		207,000	207,000		207,000	4,810,500	(59,000)	4,751,500
Mainway Regeneration Project			0			0			0			0			0	355,500	(355,500)	0
Acquisitions			0			0			0			0			0	794,900	0	794,900
<b>HRA CAPITAL PROGRAMME</b>	<b>3,969,000</b>	<b>0</b>	<b>3,969,000</b>	<b>3,862,000</b>	<b>0</b>	<b>3,862,000</b>	<b>4,185,000</b>	<b>0</b>	<b>4,185,000</b>	<b>3,940,000</b>	<b>0</b>	<b>3,940,000</b>	<b>3,940,000</b>	<b>0</b>	<b>3,940,000</b>	<b>46,472,200</b>	<b>(1,206,200)</b>	<b>45,266,000</b>
<b>Financing :</b>																		
Capital Receipts			0			0			0			0			0			(1,407,600)
Direct Revenue Financing			0			0			0			0			0			0
Earmarked Reserves			(30,000)			(30,000)			(30,000)			(30,000)			(30,000)			(150,000)
Major Repairs Reserve			(3,939,000)			(3,832,000)			(4,155,000)			(3,910,000)			(3,910,000)			(43,708,400)
<b>Increase/(Reduction) in Capital Financing Requirement (CFR)</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>

**CABINET**

**Council Housebuilding Support Fund  
16<sup>th</sup> September 2025**

**Report of: Chief Officer – Housing and Property**

<b>PURPOSE OF REPORT</b>			
The report seeks approval to accept government grant revenue funding to support progression towards increasing council house building within the District.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	15 <sup>th</sup> August 2025		
Appendix A is exempt in accordance with Section 100A(4) of the Local Government Act 1972 on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act			

**RECOMMENDATIONS OF Councillor Caroline Jackson**

- (1) That should Lancaster City Council be successful in its Expression of Interest - Cabinet accept the Council Housebuilding Support Fund as set out in the report and authorises the s.151 Officer to sign off a funding agreement and Statement of Grant Usage.

**1.0 Introduction**

- 1.1 In July 2025, Lancaster City Council was invited alongside other local authorities to submit an expression of interest (EOI) for potential funds (up to £300,000) from the Council Housebuilding Support Fund (CHSF)<sup>1</sup>. Approval to submit the EOI was gained from the Deputy s.151 Officer in August 2025. If successful local authorities are requested to have used the funding no later than 31<sup>st</sup> March 2026.
- 1.2 Council Officers have identified a number of schemes that would benefit from funding to support the delivery of new affordable housing in line with the CHSF guidelines. A full business case may be required dependent on funding allocation in order to progress on a scheme-by-scheme basis.

<sup>1</sup> [Apply to the Council Housebuilding Support Fund - GOV.UK](https://gov.uk/council-housebuilding-support-fund)

## **2.0 Scheme Details**

- 2.1 The objectives of CHSF are to:
- Increase the number of homes they directly deliver
  - Establish and expand delivery partnerships and joint ventures with registered providers or developers
  - Develop and expand their wider pipeline of development opportunities.
- 2.2 It is expected that the funding will support councils looking to build capacity and capability to submit new, ambitious bids for grant funding from the Social and Affordable Homes Programme from 2026 onwards. A particular aim is to enable councils to submit bids more quickly and at bigger scale.
- 2.3 Applications for funding could include:
- Knowledge development – such as training and upskilling staff;
  - Pipeline development – such as commissioning studies to identify a long list of deliverable sites or developing delivery strategies to unlock already identified sites;
  - Pre-development and enabling work – such as technical expertise and support to bring forward sites and secure planning permission;
  - Partnership working – such as supporting engagement, co-ordination and joint working opportunities with registered providers and developers;
  - Additional staffing – such as interim staff project managers and consultants that bring relevant expertise.
- 2.4 It is expected that successful local authorities will be notified in September 2025, with money needing to have been spent by 31<sup>st</sup> March 2026.

## **3.0 Local Need and Proposal**

- 3.1 The Council currently has over 1,500 applicants registered for re-housing through Ideal Choice Homes, whilst in 2024/25 the Council only re-let 250 homes.
- 3.2 Over the past few years the Council has sought to bring forward a number of key housing developments in line with the Council's Homes Strategy 2020-2025. This has mostly recently seen the new scheme development at Alder Grove with four new EPC A rated homes being constructed for older persons, with funding secured from Homes England.
- 3.3 The current Homes Strategy alongside the Local Plan identifies a continued need for housing and sites. The Council has sought to support with this and over the past few years the Council Housing service has undertaken an options appraisal on council-owned garage sites about what would be suitable to be bought forward for new housing. Through such a small number of sites have been prioritised for further exploration.
- 3.4 Alongside this – the Council has continued with work to bring forward new housing on the former Skerton School site to support the wider regeneration plans on the Mainway estate.
- 3.5 Additional funding is required with these sites to continue momentum in line with current aspirations and plans, and to achieve new housing on these sites in the future.

3.5 In line with the application guidelines the Council has requested funding for:

- Hastings Road (4 properties) – to secure RIBA stage 5, this will support with an opportunity to bid into the next Homes England funding programme and achieve a start on site (pending full business plan approval).
- Dorrington Road (7 properties) – to secure planning permission for new 7 new homes, with application submitted by end of March 2026.
- Skerton High School (135 properties) – to achieve procurement strategy position through specialist Legal / Procurement advice and dedicated Project Management support.
- Knowledge and skills training for key officers in the use of development software and Homes England systems (in preparation for future funding applications).

Further details of the funding request and timescale deliverables can be found at Appendix A. The funding requested would support the schemes by bringing in additional resources and specialist / technical support where needed.

3.6 Any new homes built would also align with forthcoming Right-to-Buy legislation changes exempting them from purchase applications for the next 35 years and then only eligible to tenants who have been tenants for at least 10 years.

#### 4.0 Next Steps

4.1 Lancaster City Council is currently awaiting the outcome of the EOI (expected September 2025). Should the Council be successful, Cabinet are requested to endorse this proposal and provide agreement to accept the funding authorising the s.151 Officer to sign off a funding agreement and Statement of Grant Usage when requested.

#### 5.0 Options and Options Analysis (including risk assessment)

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

	<b>Option 1:</b> Do not accept the grant funding	<b>Option 2:</b> Accept the grant funding
<b>Advantages</b>	No advantages identified.	The Council will continue to be able to progress housing ambitions.
<b>Disadvantages</b>	Delivery of new housing ambitions will stall.	None known.
<b>Risks/ Mitigation</b>	Delivery of new housing ambitions will stall.  Continued additional pressure on Council Officers supporting key housing projects without additional	As outlined in Appendix A.

	support.  Missed opportunity for funded training on Homes England application system / development software could lead to incorrect Affordable Homes England applications submitted at some point in the future.	
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## 6.0 Officer Preferred Option (and comments)

- 6.1 Option 2: For the Council to accept the grant funding so as to seek to continue to drive forward opportunities to deliver much needed new housing within the District.

## 7.0 Conclusion

- 7.1 Lancaster has key ambitions to deliver new housing for residents in need. Current financial constraints within the HRA are making these ambitions challenging to bring forward currently, therefore additional revenue grant funding to support momentum should not be overlooked.

### RELATIONSHIP TO POLICY FRAMEWORK

Council Priorities

:

A Sustainable District –Climate Emergency: Properties brought forward will be developed to a high standard, therefore benefitting residents with quality and warm homes.

An Inclusive and Prosperous Local Economy – opportunities for local contractors to be employed as part of development opportunities.

Housing Strategy – will link directly to the Homes Strategy for Lancaster District 2020-2025 by seeking to increase provision of affordable housing.

### CONCLUSION OF IMPACT ASSESSMENT

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

No known impact.

### LEGAL IMPLICATIONS

Should the Council be awarded the funding, Legal services should be consulted on the terms of the funding agreement. Officers should consult with Legal services and the Council's procurement team at the early stages of a project for assessment of legal/procurement issues and advice.

### FINANCIAL IMPLICATIONS

If the bid is successful, the Council Housebuilding Support Fund will benefit the Housing Revenue Account, funding the further development of new build schemes. The cost of the required external professional expertise is not provided for within existing revenue budgets, therefore no progress can be made without this financial support. Acceptance provides the opportunity to build capacity and capability, to allow the submission of bids for capital grant funding from the 2026-2036 Social and Affordable Homes Programme.

#### **OTHER RESOURCE IMPLICATIONS**

**Human resources** Part of the funding application supports additional capacity being bought in to support with work, some additional implications likely with finance, legal, procurement advice, although some additional consultancy funding has been built into the application.

**Information Services:** No Information Service implications.

**Property:** As outlined in the report.

**Open Spaces:** No Open Space implications.

#### **SECTION 151 OFFICER'S COMMENTS**

Under section 4.3.4.2 of the Constitution, Cabinet is responsible for approving any external funding bid that is above the key decision threshold and within the budget and policy framework. Given the timescales involved from bid acceptance to the defrayal of the external funding, this report seeks the pre-acceptance of the funding by Cabinet and delegates the signing off a funding agreement and Statement of Grant Usage to the Section 151 Officer. This will be subject to the usual due diligence being undertaken and governance arrangements being in place.

It should be highlighted that should the funding be insufficient then any expenditure over and above the value of any grant awarded would be considered outside of the budget and policy framework. In this instance compensating savings would need to be found from within the Housing Revenue Account to enable full delivery.

#### **MONITORING OFFICER'S COMMENTS**

The Constitutional requirements are highlighted in the S151 Officer's comments and the Monitoring Officer has nothing more to add.

#### **BACKGROUND PAPERS**

**Contact Officer:** Jo Wilkinson

**Telephone:** 01524 582761

**E-mail:** jowilkinson@lancaster.gov.uk

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



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

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**CABINET**

## Appointments to Outside Bodies 16 September 2025

### Report of Chief Executive

<b>PURPOSE OF REPORT</b>				
To enable Cabinet to appoint members to a number of Outside Bodies and Partnerships following a revision to the membership of Cabinet and portfolio areas.				
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<b>X</b>	<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	n/a			
<b>This report is public</b>				

#### RECOMMENDATIONS

- (1) That the appointments made by Cabinet to a number of Outside Bodies & Partnerships be amended following the change in Cabinet membership and revision to some portfolio areas.

#### 1.0 Introduction

The Leader confirmed the appointment of Councillor Bannon to Cabinet with effect from 21 July 2025 following the resignation of Councillor Wilkinson. Following on from the change in membership the Leader also confirmed some revisions to certain portfolios which could impact on the appointments to Outside Bodies and Partnerships that had been reconfirmed by Cabinet at its meeting on 3 June 2025.

#### 2.0 Proposal Details

- 2.1 The appointments made by Cabinet to various Outside Bodies and Partnerships is appended to this report. The appointments which are affected together with the changes are highlighted in the appendix and are:

- Community Safety Partnership
- Health and Wellbeing Partnership
- Lancaster Community Fund Grants Panel
- Yorkshire Dales National Park Board
- Lancaster Business Improvement District (BID) Management Group

- 2.2 Cabinet are requested confirm the updates to the various appointments in light of the changes in membership/portfolio areas. Cllr Peter Jackson will remain as the Cabinet's appointee to the Yorkshire Dales National Park Board.

### 3.0 Options

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

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>  Representation on Outside Bodies is part of the City Council's Community Leadership role.	
<b>CONCLUSION OF IMPACT ASSESSMENT</b> (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)  The content of the report has no impact in itself.	
<b>LEGAL IMPLICATIONS</b>  No legal implications directly arising from the report.	
<b>FINANCIAL IMPLICATIONS</b>  Members of outside bodies are entitled to travel expenses. Costs resulting from any appointment should be minimal and will be met from existing democratic representation budgets.	
<b>OTHER RESOURCE IMPLICATIONS</b>  No other implications arising directly from this report.	
<b>SECTION 151 OFFICER'S COMMENTS</b>  The Section 151 Officer has been consulted and has no comments to add.	
<b>MONITORING OFFICER'S COMMENTS</b>  The Monitoring Officer has been consulted and has no comments to add.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> Liz Bateson <b>Telephone:</b> 01524 582047 <b>E-mail:</b> ebateson@lancaster.gov.uk

## CABINET APPOINTMENTS TO OUTSIDE BODIES

The appointments that may have been affected by changes in cabinet members/portfolio areas are highlighted.

BID Company Ltd (Morecambe) *Cllr Bottoms*

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

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

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

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

Lancashire Waste Partnership *Cllr Hart*

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

Lancaster Business Improvement District (BID) Management Group *Cllr P Jackson*

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

Yorkshire Dales National Park Board *Cllr P Jackson*

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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