



Committee: COUNCIL BUSINESS COMMITTEE

Date: THURSDAY, 27 NOVEMBER 2025

Venue: MORECAMBE TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

To receive as a correct record the Minutes of meeting held on 16 October 2025 (previously circulated).

3. **Items of urgent business authorised by the Chair**

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. **Responding to the consultation on the draft Lancashire Local Transport Plan Core Strategy 2025-2045** (Pages 3 - 35)

Report of Chief Officer - Planning and Climate Change.

6. **Consultation Response- Inhouse Provider Services Redesign** (Pages 36 - 38)

Report of the Chief Executive.

7. **Committee Timetable 2026-2027** (Pages 39 - 43)

Report of the Chief Officer Governance.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Ross Hunter (Chair), Paul Newton (Vice-Chair), David Whitaker, Suhir Abuhajar, Sarah McGowan, Abi Mills and Jean Parr

(ii) Substitute Membership

Councillors Matthew Black (Substitute), Sally Maddocks (Substitute), Joyce Pritchard (Substitute), Paul Stubbins (Substitute), John Wild (Substitute) and Jason Wood (Substitute)

(iii) Queries regarding this Agenda

Please contact Phillip Abel, Democratic Support - email pabel@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

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

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Published on 19 November 2025.

COUNCIL BUSINESS COMMITTEE

Responding to the consultation on the draft Lancashire Local Transport Plan Core Strategy 2025-2045

27 November 2025

Report of Chief Officer - Planning and Climate Change

PURPOSE OF REPORT

To advise Members of the publication of the consultation on the draft Lancashire Local Transport Plan (LTP) Core Strategy and to provide an opportunity to consider the City Council's proposed consultation submission.
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This report is public.

RECOMMENDATIONS

- (1) **That the report be noted and that the responses to the consultation questions as proposed as Appendix 1 are considered and submitted as the Council's corporate response to the consultation.**

1.0 Background

- 1.1 The Transport Act 2000 requires each local transport authority in England to prepare and maintain a Local Transport Plan (LTP). The LTP should look to set out the local transport authority's strategic approach as to how they maintain and deliver improvements to all aspects of local transport within their area.
- 1.2 In Lancashire this responsibility falls to Lancashire County Council (now Lancashire Combined County Authority – LCCA) in their role as highways and transport authority. The last LTP was [published](#) in 2011 which covered the period between 2011 and 2021. Therefore, a review to this strategic approach is well overdue. Publication of this LPT was followed by a series of 5 more detailed masterplans which covered specific geographic areas of the County. In regards to Lancaster, the '[Lancaster District Highways and Transport Masterplan](#)' was published in 2016 and complemented the strategic aims of the LTP by setting out a range of targeted interventions in the district which would facilitate improvements in the local transport network.
- 1.3 The 2016 Masterplan considered the existing transport related issues within the district in some detail. In doing so, it aimed to respond to the (then) emerging Local Plan which identified significant growth in and around Lancaster. The Masterplan recognised the challenges within the district and put forward a range of measures across all modes of transport to improve connectivity and enable growth to take

place. The proposed interventions were focussed on the following locations: -

- Lancaster City Centre – reconfiguration of the one-way system;
- South Lancaster – development of sustainable modes of transport along A6 corridor and M6 J33 improvements;
- Morecambe – support for the aspirations set out in Morecambe Area Action Plan;
- Heysham - support to facilitate development within the Heysham Gateway;
- Carnforth - support for town centre improvements; and,
- Rural Lancaster District – support for public transport provision and community transport.

- 1.4 Both the 2011 LTP and the 2016 Masterplan remain in place and continue to be the starting point for strategic matters. Understandably given the passage of time, the content and direction of the 2011 LTP has diminished, with changing infrastructure ambitions and a challenging economic climate, which affects the opportunities for funding.
- 1.5 Following the publication of Central Government’s Decarbonisation Plan in 2021 there was a commitment to revive LTPs to help meet carbon targets and provide a more strategic approach to delivery. Local transport authorities were advised at the time that future LTPs should set out ambitions for active travel, public transport, electric vehicle (EV) charging and that they should set quantifiable carbon reduction targets.
- 1.6 The LCCA’s emerging LTP now proposes a new 20-year timeframe between 2025 and 2045 and has been formulated following the collection of baseline evidence. It identifies a series of high level challenges and opportunities and sets out a series of transport objectives. The draft [Local Transport Plan](#) was published for an eight-week consultation period, concluding on Sunday 30th November 2025.
- 1.7 This report summarises the scope and content of the new LTP, details the current consultation arrangements and the proposed Lancaster City Council response to the consultation which has previously been presented to LCC’s Local Plan Review Group.

2.0 Scope & Content of the New Local Transport Plan

- 2.1 The draft LTP sets out a vision for Lancashire’s transport network over the next 20 years, seeking to focus on creating a stronger economy, create fairer opportunities and secure a more sustainable future. Specifically, the vision is intended to deliver the following:

STRONGER ECONOMY	FAIRER OPPORTUNITIES	SUSTAINABLE FUTURE	CROSS CUTTING GOALS
Strengthening our labour markets by better connecting people and jobs	Improve accessibility to tackle inequalities and deprivation	Protect and enhance our natural and built environments	Improve efficiency and value for money of delivery

Provide strong connections to markets, supply chains and customers	Improve health and wellbeing by supporting active lifestyles	Increase resilience to evolving weather patterns	Amplify the voice and strengthen the influence of Lancashire across the north, nationally and internationally.
Unlock strategic growth across Lancashire	Create safe and vibrant communities and a sense of belonging	Reduce pollution from transport	

Figure 1: Lancashire Local Transport Plan 4 – Goals and Aims

2.2 The justification for these goals is the recognition of the critical role transport plays in Lancashire; connecting the economy, meeting people's daily needs and creating a more sustainable future. The LTP identifies three major challenges that need to be addressed to achieve these aims:

A. The need to create a stronger economy

Lancashire is not considered to be meeting its full economic potential, with a large productivity gap between the county's economy and the national average. This is related to business performance, workforce health and skills deficits, levels of innovation and transport and connectivity. Closing this gap could boost the county's economy by up to £10 billion per annum.

B. The need to create a fairer future

Lancashire has a range of social challenges including significant health inequalities and social exclusion relating to poor early years outcomes, education, limited travel choices and low-paid jobs which are concentrated in many of the urban areas of the County. Transforming travel choices across Lancashire will improve the lives of residents through better access to work, education, services and leisure.

C. The need to plan for a more sustainable future

Protecting and enhancing the county's natural and built environments, supporting improved resilience to evolving weather patterns and reducing pollution will improve the County as a place to live and work for everyone.

2.3 To achieve these goals, the draft LTP has set out a series of policy and delivery workstreams which aim to support the LCCA's ambitions. These are:

A. Connecting Lancashire

By unleashing the County's economic potential and delivering its Growth Plans through better connecting residents with jobs, businesses with markets, supply chains and customers and unlocking strategic development across the sub-region.

B. Transforming Travel Choices

By revolutionising the travel options available for those who live, work and visit Lancashire, broadening travel horizons and providing genuine choices. These measures will increase access to new opportunities, bring benefits to communities and reduce pollution from transport.

- C. Safe and Vibrant communities
By tackling the root causes of deprivation, poor health and social isolation. By connecting people with new opportunities, regenerate communities and help build healthy living into day-to-day activities.
- D. Future ready networks
By transforming Lancashire into a sub-region that is fit for the future. By integrating new technologies and innovative solutions to ensure our networks are more sustainable, resilient, efficient and ready for growth.

3.0 Spatial Priorities for the Local Transport Plan

- 3.1 The LTP recognises that population and geography of Lancashire is diverse with each part of the county being unique with its own characteristics, opportunities and challenges. It highlights that there is no one-size-fits-all approach and that different measures and solutions will be needed in different areas and for different communities. To reflect this, the LTP has identified that the county consists of 4 broad geographical areas:
 - **Central Belt** – Around three-quarter of the County's population live in the central east / west corridor. This area contains many of Lancashire's larger settlements as well as suburban and rural areas. The Central Belt does not currently function as one single coherent economic area, but links to four individual north / south corridors.
 - **Connected South** – The mix of towns, villages and rural areas largely to the south of the Central Belt, with strong connections with Greater Manchester, Liverpool City Region and West Yorkshire.
 - **Rural North** – The largely rural area to the north of the Central Belt, including many dispersed communities as well as the Forest of Bowland National Landscape. This is home to a larger proportion of high income communities with an ageing population who are at risk of transport related social isolation.
 - **Bay Area** – Lancaster and the Morecambe Bay coastal communities, including Morecambe and Heysham and the Arnsdale & Silverdale National Landscape. There are strong connections to Barrow and the South Lakes.
- 3.2 These 4 broad geographical areas are illustrated in Figure 3.2 of the LTP report. of this report.

4.0 Achieving the Policy and Delivery Workstreams Identified

- 4.1 The main content sets out a series of policy objectives that will assist in achieving the policy & delivery workstreams, as summarised in Section 2 of this note. The objectives for each workstream area are set out below.
- Connecting Lancashire
- 4.2 The evidence prepared to support the emerging LTP identifies that poor transport connections can create barriers for growing businesses and prevent residents from accessing good jobs and essential services. There can be long journey times from many of the rural areas of the County to its key centres.

- 4.3 Through improving connectivity, the costs to businesses can be reduced, and it can increase the opportunity to attract talent and accelerate the spread of innovation within new business. Improving connectivity can also support growth in business space, housing and improve access to job opportunities, unlocking the delivery of identified areas for growth.

CONNECTING LANCASHIRE POLICIES	SUMMARY OF POLICY
CL1: Enable the delivery of Strategic Growth Sites	To work with partners to ensure that strategic growth sites (as set out in the Growth Plan and relevant Development Plans) are appropriately located, accessible and supported by suitable transport evidence. Delivering multi-modal transport infrastructure investment to support strategic growth sites, leveraging developer and national funding where required.
CL2: Transform East / West Public Transport through the Central Belt	To work with partners to prioritise and transform public transport linkages throughout the Central Belt, making it much easier to travel between settlements and across the entire corridor, increasing access to opportunities such as work, training, healthcare and leisure
CL3: Improve Public Transport Connections with Neighbouring Regions	To boost Lancashire's strategic position in the North by working closely with neighbouring regions to improve cross-border connections. To strengthen our key transport corridors which link to Liverpool City Region, Cumbria, Greater Manchester and Yorkshire to support economic growth and broaden travel horizons.
CL4: Improve Reliability of Strategic and Major Roads for all Modes of Transport	To work closely with National Highways and Local Highway Authorities to ensure that Lancashire's strategic and major road networks are efficient and reliable for residents, businesses and visitors. By tackling congestion hotspots, to support the efficient movement of goods and people across the county.
CL5: Explore New or Expanded Heavy Rail and Mass Transit Networks	To work with Network Rail, transport operators and other partners to provide strategic upgrades to rail network and Superbus corridors and explore opportunities for light rail expansion. These upgrades will improve service reliability and frequency, and bring new opportunities for those who live, work, visit and transport goods in Lancashire.
CL6: Improve High-Speed Broadband, especially in Rural Areas	To support the continued rollout of broadband and digital connectivity across Lancashire to provide equitable and reliable access to the internet, new technologies and digital services.

Transforming Travel Choices

- 4.4 A lack of reliable, affordable, accessible and safe travel options can create serious health and social implications by blocking people's ability to meet their daily needs and provide a good quality of life. It can include situations where lower income households are having to run a car that they cannot easily afford due to a lack of wider travel choices.

- 4.5 Therefore, the LTP needs to provide choices so that it is feasible, affordable, safe and attractive to make some journeys on foot, bicycle and public transport, as well as encouraging car sharing. For businesses, providing a genuine range of travel choices ensures access to labour markets, supply chains and customers.

TRANSFORMING TRAVEL CHOICES POLICIES	SUMMARY OF POLICY
TC1: Improve and Modernise Bus Journeys	To work with operators and unlock funding to develop a modernised, comprehensive, frequent and reliable, integrated bus network. This will be achieved by delivering improved network coverage, enhancing bus priority and enhancing the passenger experience.
TC2: Revolutionise Rail Travel so it is Reliable and attractive	To work with operators, Network Rail and Great British Railways, neighbouring areas, and Transport for the North to transform rail services and improve performance. Focus will be on improvements to passenger experience and infrastructure upgrades.
TC3: Establish Convenient and Safe Active Travel Options	To support the development of a countywide network of footpaths and cycle routes that are accessible, attractive and safe, to make active travel the natural first choice for short trips. Furthermore, improve the availability and quality of our leisure routes, through maintaining, expanding and enhancing our networks of Public Rights of Way.
TC4: Enable the Use of Bus, Rail and Active Travel	To ensure that residents feel enabled to use bus, rail and active modes for travel through marketing, incentives, engagement, information and partnerships with education providers, workplaces, visitor destinations and developers.
TC5: Broaden Travel Choices in Rural Areas	To work proactively with private providers, local operators and neighbouring areas to provide better public and shared transport for our rural and more remote communities, reducing the risk of social isolation and broadening travel horizons.
TC6: Ensure Taxis and Private Hire Vehicles offer an Accessible and Safe Service	To enhance the safety and accessibility of private hire vehicles through improving facilities and supporting suitable licensing and pricing arrangements.
TC7: Transform Sustainable Travel Choices for Tourists	To support our growing visitor economy and mitigate impacts on congestion and pollution through the provision of improved sustainable transport options to, from, and between our major destinations.
TC8: Reimagine Public Transport Ticketing.	To work with operators, neighbouring authorities and key stakeholders to progress towards a fairer, more affordable and more integrated ticketing system.

Safe and Vibrant Communities

- 4.6 Through improving transport connections and enhancing our places, the LTP will tackle some of the root causes of deprivation, poor health and social isolation. It will seek connect people with new opportunities, regenerate communities and help build healthy living into day-to-day activities.

- 4.7 Concerns about safety and security, impacts of traffic, severance, and the overall quality of the built environment directly impact how people feel about where they live. Road safety in Lancashire is a particular challenge, and collisions are a leading cause of death amongst children and young people.
- 4.8 The economy will benefit from improving the health and wellbeing of residents by enabling more people to get back into work and training. Furthermore, addressing road safety will reduce the burden on health services and provide an economic benefit.
- 4.9 By creating safer, more welcoming streets, we will help build more active, engaged communities and a greater sense of belonging. Ensuring that new developments are well connected and sustainable gives opportunities to reduce existing issues such as isolation, creates the conditions for sustainable and inclusive growth, and attracts inward investment. Improving the accessibility and affordability of public transport is critical to ensuring broader and more equitable access to employment, services and centres.

SAFE & VIBRANT COMMUNITIES POLICIES	SUMMARY OF POLICY
SV1: Empower everyone to Travel Safely and Securely, Wherever they Go.	To apply a 'vision zero' approach to road safety – an ambition for there to be no fatalities or serious injuries on our road network. To take a holistic, safe systems approach to road safety, considering the locations of collision hotspots, road user behaviour, and personal security.
SV2: Delivery Accessible and Affordable Public Transport	To enhance public transport to progress towards systems that are truly accessible and affordable for all our residents, ensuring equality of access to education, services and employment.
SV3: Develop Accessible, High-Quality spaces and Infrastructure	To work with our residents to create safer, more welcoming streets to make local communities stronger and help to strengthen local pride of place. To ensure that our built environment and infrastructure is accessible and inviting for all people, supporting improved travel choices, equality of opportunity, and reduced social isolation.
SV4: Embed Placemaking in New Developments	To support and promote a vision-led approach to planning for new developments that puts the transport needs of people and communities first, by prioritising access to amenities and services, nature, and public spaces, and achieving well-designed places. This will ensure that transport and land use planning are fully integrated and will support thriving, sustainable communities.
SV5: Alleviate Adverse Impacts of Travel on Communities	To work with local communities, stakeholders and highways authorities, we will reduce and proactively design out the potential adverse impacts that transport can have on our communities.

Future Ready Networks

- 4.10 Our transport networks are the backbone of our growing economy, and poor reliability can be frustrating for people and restrict our growth. To improve reliability, the LCCA are already starting to harness new technologies and a data-driven

approach to transport network management, such as through upgrading and rolling out new systems for urban traffic management control, fleet management, intelligent bus priority, and real time passenger information.

- 4.11 The LTP will continue to support the delivery, expansion and integration of schemes across the sub-region so that our networks run more smoothly, so we can respond to issues quickly, and to make best use of data in decision making. We will also draw on our growing industries to bring new ideas into our transport networks and prepare for upcoming changes.
- 4.12 In the words of the LCCA, the impacts of more extreme weather patterns are becoming more apparent, with wetter winters and warmer summers. The LTP therefore must plan for the future to keep Lancashire moving, making sure our transport networks are sustainable now and are prepared for future changes.
- 4.13 Our transport networks are also impacted by both planned and reactive works. Lancashire has many Victorian towns with dated infrastructure requiring maintenance, such as decaying structures, bridges and utilities. We will work with our cross-sector partners to proactively maintain our highway assets and other infrastructure to ensure smooth journeys now and into the future.

FUTURE READY NETWORKS POLICIES	SUMMARY OF POLICY
FN1: Embrace New Transport Data and Technologies	To continue to embrace data and new technologies to enhance the efficiency, reliability and sustainability of our transport networks. Building on Lancashire's industry strengths, to will lead in the development and deployment of innovative transport solutions – supporting cutting-edge research, piloting new technologies, and fostering partnerships that position us at the forefront of future mobility.
FN2: Accelerate the Update of Electric Vehicles	To facilitate the accelerated uptake of electric vehicles by working with residents, stakeholders, and public and private sector partners to provide a range of charging and access options for everyone.
FN3: Improve Journey Time Reliability	To improve journey time reliability for all users of our road network by targeting the causes of delays and disruption and ensuring that we are more resilient to seasonal or event-based changes.
FN4: Deliver Sustainable Resilient Infrastructure	To make Lancashire's transport systems stronger and more sustainable so they can handle future challenges like heavy rain and heat. This could include adding trees, better drainage, and using tougher, more durable, low-carbon materials to keep people moving safely.
FN5: Embed Whole-Life Approaches to Asset Management	To support our Local Highway Authorities to get the most out of existing and future highway assets by promoting and facilitating a whole life approach to maintenance and management.
FN6: Implement Smarter Public Parking Strategies that meet Evolving Needs	To work closely with local planning authorities to provide appropriate and flexible parking which supports our people and places. This will include aligning parking provision with local priorities, environmental goals, and the evolving needs of

	communities and businesses.
FN7: Support Sustainable First and Last Mileage Freight	We will support first and last mile deliveries to be made more efficiently and increase the delivery options for our residents.

5.0 Lancaster City Council's response to the LPT Core Strategy consultation.

- 5.1 The City Council recognises that this is a Core Strategy document, and therefore the content is considerably high level. Whilst it is noted that a detailed Implementation Plan will be developed once the core strategy has been finalised, the City Council consider that without some substantive detail of what that will contain, it is difficult at this stage to provide a detailed feedback. With this in mind, the City Council has identified several areas for consideration as the LCCA progresses this work.

Reference to the Workplace Parking Levy

- 5.2 The City Council notes that The Workplace Parking Levy (England) Regulations 2009 provide statutory backing for local authorities to implement WPL schemes, however the LTP makes no mention of a private WPL, which is considered an achievable aspiration and something that has the strong potential to provide a good source of regular income for sustainable transport measures.
- 5.3 The LTP omits any mention of a private workplace parking levy (WPL), despite its proven potential to reduce congestion, improve air quality and generate sustainable transport funding. Supportive funds that are available could support Park & Ride, bus priority schemes and active travel infrastructure. The approach would discourage the provision of workplace parking, encourage modal shift and align with the City Council's declared Climate Emergency and modal shift ambitions.
- 5.4 It would also encourage employers to rethink car-centric commuting incentives. The City Council is therefore requesting that the LCCA explain why this is not a consideration in the long -term financing of sustainable transport measures.

Bus Franchising and Public Ownership

- 5.5 Similarly, the Council also consider that there is currently a gap in the LTP Core Strategy around the potential for bus franchising and public ownership, with no explanation as to why this has not been considered further.
- 5.6 A bus franchising approach would lead to more comprehensive and integrated bus services, particularly in under-served and rural communities, which is a key consideration for the Lancaster district.
- 5.7 In terms of specific policies relating to these issues, Policy TC1 aims to "improve and modernise bus journeys" but focuses on reliability, frequency, and integration—not governance or ownership models. Policy TC8 also discusses "reimagining public transport ticketing," which could support integrated systems however there is a lack of reference to franchising or unified control.

Reference to the Bus Service Improvement Plans (BSIPs)

- 5.8 The Core Strategy does refer to Bus Service Improvement Plans (BSIPs) as future supporting documents, but these are not included in the current draft and therefore the City Council are unable to comment on the BSIPs content. The City Council also request that the LCCA explain why these issues around bus infrastructure are not a

consideration in the long -term planning and integration of sustainable transport measures.

Rail Improvements

- 5.9 There is a similar omission in terms of Rail Improvements. Members will be aware that there is momentum locally behind a battery train or electrification of the Lancaster – Morecambe – Heysham branch line and the City Council feel that this should be supported at a strategic level in this document.
- 5.10 Whilst the LTP does discuss rail connectivity, electrification, and integration, there is no explicit mention of targeted improvements for the Heysham–Morecambe–Lancaster rail corridor. The Council consider that addressing these gaps would deliver substantial economic, social, and environmental benefits, and help Lancashire lead the way in sustainable transport innovation.
- 5.11 The omission of this is also notable given the strategic role of Heysham Port in terms of freight, energy, and tourism, and the line’s potential to support economic growth, regeneration, and modal shift in the Bay Area and supporting the future Eden Morecambe project, which is heavily featured in Lancashire’s Growth Plan, but is not mentioned in this LTP Core Strategy document.
- 5.12 The LTP does reference electrification (e.g. between Preston–Blackpool North) and the need for low-carbon solutions but doesn’t address battery train technology. Local efforts, including pilot projects and feasibility studies have demonstrated that battery trains can operate efficiently on the branch, offering a cost-effective, low-emission alternative to diesel. By omitting this, the City Council consider that the LTP misses an opportunity to showcase Lancashire as a leader in rail innovation and decarbonisation, aligning with national and regional climate goals.

Omission of Eden Morecambe Project

- 5.13 Another important issue for Lancaster is that the LTP Core Strategy makes no explicit mention of Eden Morecambe, despite this being considered a “signature project” in Lancashire’s Growth Plan. The City Council consider that reference to Eden Morecambe should be included under Policy CL1: which is related to a general commitment to support strategic growth sites with multi-modal transport access and evidence-based planning.

6.0 Details of the Consultation and the Suggested Response

- 6.1 The LTP is being consulted on between 30th September and 30th November 2025 and aims to collect views on the content of the plan. As a stakeholder the City Council need to ensure that a response is provided to shape the strategic direction of the plan as it moves forward.
- 6.2 The City Council have created a consolidated response which will be submitted to LCCA by the Planning Policy & Housing Strategy Team. A copy of this draft response to the consultation is set out in Appendix 1 of this report.
- 6.3 The survey response form devised by the LCCA is fairly narrow in scope of the questions it raises however, where officers have considered the need to provide views beyond the specifics of these questions, question 20 is an open response which provides the scope for additional commentary, and officers have added additional text to this.

Responses from Local Plan Review Group (LPRG)

- 6.4 The proposed response to the LTP was presented to Members of Local Plan Review Group on the 11th November with the opportunity to provide further feedback on the content and direction of the plan. During the meeting the following comments were made relating to bus service provision, the workplace parking levy and rail connectivity. These are summarised in more detail via Appendix 2 of this report and will be included as part of the formal response on the LTP, subject to Council Business Committee approval.
- 6.6 The opportunity for further written feedback was presented to LPRG Members (which was to be sent through via the chair of the group). No further written responses were received.

7.0 Next Steps

- 7.1 Following the conclusion of the consultation period on the 30th November, the LCCA have indicated that they will finalise the Core Strategy document and begin developing a detailed Implementation Plan, which will act as a practical roadmap that translates the strategy into action, and will include:
- Specific projects and programmes
 - Funding and delivering mechanisms
 - Timelines and performance indicators.
- 7.2 The LCCA also highlight in the LTP that “the world is rapidly changing”, and therefore state that they plan to refresh the LTP documents as and when required circumstances make this necessary.

8.0 Options and Options Analysis (including risk assessment)

	Option 1: To respond to the consultation questions	Option 2: To respond to the consultation with other comments	Option 3: To not submit a response to this consultation
Advantages	The views of the Council will be considered by the LCCA when deciding how to proceed.	The views of the Council will be considered by Government when deciding how to proceed.	None
Disadvantages	None	Dependent upon the extent of any additional considerations, there is limited time to submit the consultation response.	The formal opinion of Lancaster City Council as a key stakeholder would not be provided, and an opportunity to contribute to an important consultation would be lost.

Risks	None.	None.	None.

9.0 Officer Preferred Option (and comments)

- 9.1 The preferred option is Option 1, to respond to the consultation as drafted following the recent consultation with the Local Plan Review Group.

10.0 Conclusion

- 10.1 The consultation closes on 30th November 2025. LCC will need to submit their response to the LCCA by this date.

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

The LTP will act as important guidance for decision-makers, setting out the necessity for relevant infrastructure within and out-with the district, and informing the policy framework for making planning decisions on local transport matters. It is vital that the Council puts forward its views on this matter as the LTP has wide reaching impacts on sustainability, both rural and urban connectivity and movement, resulting in implications on equity for residents across the whole of the Lancaster district.

LEGAL IMPLICATIONS

There are no legal implications to completing and submitting the consultation response.

FINANCIAL IMPLICATIONS

There are no financial implications at this stage.

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

None at this stage.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no comments to add.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

1. Lancashire **Local Transport Plan Core Strategy 2025 to 2045** consultation documents. Available at [Lancashire Local](#)

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Ref: N/A

Appendix 1:

Lancaster City Council proposed draft response to the Lancashire Combined County Authority draft Local Transport Plan Core Strategy 2025-2045

Lancashire Combined County Authority: Local Transport Plan

Q1. Before you get started, please can we check, are you answering as an individual or as a representative of a group, organisation or business? Please choose one option

- Individual
- **Group, organisation or business ✓**

Q2. Please provide the name of your group, organisation or business

- Lancaster City Council

Q3. Please provide the first part of the postcode for where your group, organisation or business is primarily based. We need up to the first digit after the space – for example, PR2 5 or BB3 1. This will help us understand which area of Lancashire your views relate to.

- LA1 1

Q4. What type of group, organisation or business do you represent? Please select all the options that apply

- Transport body and operator
- **Local government ✓**
- Health service
- Educational institution
- Emergency service
- Small and medium-sized enterprise (less than 250 employees)
- Large business or corporation (250 or more employees)
- Developer or landowner
- Logistics and freight company
- Tourism sector
- Charity
- Community group
- Faith organisation
- Social enterprise
- Resident association
- Environment and heritage organisation
- Disability and accessibility organisation
- Youth group

- Campaign group
- Other (please specify)

Q5.How do people from your group, organisation or business tend to travel in, around or through Lancashire? Please select three of the options that are most widely used

For Lancaster City Council's Business Travel

- **Drive a car, van or motorbike which is petrol, diesel or hybrid✓**
- **Drive an electric vehicle✓**
- Passenger in a car, van or on a motorbike
- Taxi
- Bus
- **Rail✓**
- Tram
- Walk or use a wheelchair
- Cycle
- E-bike or e-scooter
- Other (please specify)

For the District as a whole

- **Drive a car, van or motorbike which is petrol, diesel or hybrid✓**
- Drive an electric vehicle
- Passenger in a car, van or on a motorbike
- Taxi
- **Bus✓**
- Rail
- Tram
- **Walk or use a wheelchair✓**
- Cycle
- E-bike or e-scooter
- Other (please specify)

Q6.What do you think are the main transport challenges currently faced by people from your group, organisation or business, if anything? Please select up to three options

For Lancaster City Council Business Travel

- **Lack of alternative options✓**
- Distance to nearest bus stop or rail station from home
- Cost of journey (for example, ticket price, cost of fuel, car rental price)
- Cost of vehicle or equipment (for example, cost of owning a car or bike, cost of installing electric vehicle charger)
- **Journey time✓**
- Reliability
- Safety
- Lack of public electric vehicle charging facilities
- **Convenience✓**
- Flexibility

- Links between different types of transport (for example, mismatch of bus and rail timetables)
- Disability or accessibility requirements
- Lack of necessary licence (for example, driving licence)
- Lack of ability or confidence (for example, to cycle on the road)
- Comfort
- Responsible for driving or arranging transport for someone else (for example, children)
- Other (please specify)

For the District as a whole

- **Lack of alternative options✓**
- Distance to nearest bus stop or rail station from home
- Cost of journey (for example, ticket price, cost of fuel, car rental price)
- Cost of vehicle or equipment (for example, cost of owning a car or bike, cost of installing electric vehicle charger)
- Journey time
- Reliability
- Safety
- Lack of public electric vehicle charging facilities
- **Convenience✓**
- Flexibility
- Links between different types of transport (for example, mismatch of bus and rail timetables)
- **Disability or accessibility requirements✓**
- Lack of necessary licence (for example, driving licence)
- Lack of ability or confidence (for example, to cycle on the road)
- Comfort
- Responsible for driving or arranging transport for someone else (for example, children)
- Other (please specify)

Vision, goals and investment priorities

Vision: Our vision is for Lancashire's transport network to support:

- A stronger economy
- With fairer opportunities
- And a sustainable future

Q7. Does the Lancashire Transport Plan vision statement reflect your priorities for transport in Lancashire?

- Definitely ✓
- **Mostly✓**
- A little
- Not at all

Goals:

Q8.In our draft Local Transport Plan, we have listed a set of goals to help plan for the future of transport across Lancashire.

Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

Reducing pollution from transport by improving travel choices	Very important
Improving health and wellbeing by supporting active lifestyles – helping more people to travel by walking, cycling, wheeling, etc.	Very important
Improving efficiency and value for money when planning and delivering transport schemes	Very important
Ensuring our networks can cope better with issues like flooding and heat	Very important
Help create safer, more welcoming places - with public spaces that help bring communities together	Very important
Ensuring that transport is improved in our more deprived areas of Lancashire	Very important
Making it easier for people to enjoy our great outdoors and Lancashire's historic landmarks while also protecting the wildlife.	Very important
Improved access to employment, education and training opportunities	Very important
Making Lancashire a competitive and attractive place to do business	Very important
Unlocking key sites across Lancashire to support quality new homes and future job creation	Very important
Strengthening the influence of Lancashire across the north, nationally and internationally – working with our partners to make the case for	Very important

new investment	
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Investment priorities

Q9. Connecting Lancashire - improving transport connections to boost economic growth. Below is a list of potential investment programmes for the future.

Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

An improved rail network, within and beyond Lancashire - for example, new stations and increased frequency of services	Very important
Upgrades to major roads and routes within and beyond Lancashire	Very important
Tram, light rail and Superbus expansion – a Superbus is a high-speed, electric, coach like vehicle	Very important
Improved public transport, walking and cycling routes to help support new homes and employment sites	Very important
Improved access to ports and airports	Very important
Reducing congestion, including upgrades to busy junctions	Very important
Improved broadband connectivity	Very important

Q10. Transforming travel choices – providing genuine choice and creating new opportunities. Below is a list of potential investment programmes for the future.
Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

Improved networks for walking, cycling and wheeling across Lancashire	Very important
Improved public transport links - for example, upgraded shelters, bus lanes, increased services or hours of operation and improved vehicles	Very important
Improved ticketing options - for example, cashless options and agreed discounts for groups, including young people	Very important
Improved education about transport	Very important

Enhanced taxi services	Very important
Better shared transport options - for example, carsharing and car clubs	Very important
Sustainable transport for tourism - for example, park and ride schemes, and transport planning for major events in the county to help ease congestion	Very important

Q11.Safe and vibrant communities - creating safe welcoming places. Below is a list of potential investment programmes for the future.

Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

Road safety improvements and education for example, local safety schemes targeting accident hotspots	Very important
Enhancing design quality and the influence on new developments - ensuring transport and related information is accessible for all	Very important
Improvements to public spaces for example, enhancement of public seating areas, green spaces and parks	Very important
Better connecting our communities for example, improving pedestrian and cycle crossings for railways, canals and major roads	Very important

Q12.Future-ready networks - making sure Lancashire's transport networks are fit for the future. Below is a list of potential investment programmes for the future.

Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

Maintenance of Lancashire's roads for example, using the latest data to make sure the routes are working well and that any emergencies or incidents can be dealt with quickly	Very important
Adapting to extreme weather for example, better drainage, increased shelters and tree cover	Very important
Trialling new technology to ensure our transport links are the best they can be	Very important
Improved electric vehicle facilities for example, more on-street public charge points	Very important

Smarter parking options (including park and ride) for example, real-time information from apps and digital signage, cashless payment systems, review of existing parking to make sure we have the right parking in the right places at the right cost	Very important
Improvements to help freight connectivity and efficiency - helping to support the surrounding communities and the Lancashire economy	Very important

Q13.To help us set the right targets, please tell us what would make you feel that transport in Lancashire has improved. Please select up to five options.

- More reliable buses and trains
- **It's easier to walk and cycle safely**
- Fewer cars on the road
- Roads are less congested
- Fewer road collisions
- **It's cheaper to travel**
- **New developments are better connected - where there's new homes and businesses**
- Expanded bus and rail networks
- Better maintained roads and structures
- **Transport is better for the environment**
- Introduction of new transport technologies
- **Transport is more accessible to people with disabilities and other needs**
- Other (please specify)

Q14.Do you have any further comments on the Lancashire Transport Plan vision, goals and investment priorities?

ANSWER: Bullet point 2 of the LTP Vision states “*With fairer opportunities*”. LCC feel that the LCCA should aim for ‘equitable’ opportunities. Our transport network must be invested in in a way which focuses on a just approach to making our transport network work for all. Alternatively, ‘fairer’ should be changed for ‘fair’ or ‘equal’ at a minimum. ‘Fairer’ is too qualified, lacks definition and for a high-level strategic document the aim should be to deliver the best for our communities and businesses.

Q15.Do you have any comments on the Local Transport Plan supporting documents, including the Integrated Sustainability Assessment, Carbon Assessment, and Green Paper?

ANSWER: It is welcome that the LTP addresses environmental impact of materials, however the Core Strategy does not make it clear how the Local Transport Plan will deliver on the net zero trajectories for Lancashire as set out in the Green Paper or address the significant emissions gap set out in the Carbon Assessment Part 2. This is particularly significant given that the Green Paper outlines that immediate action is needed to drive down emissions. The LTP outlines needing to prepare the network for extreme weather but misses out Lancashire’s contribution to the cause of this increase in frequency and intensity of extreme weather. The Carbon Impact Assessment Part 2 outlines that there must be a significant, integrated and rapid approach to mode shift to meet the challenges of net zero. The same ambition also can be used to drive a more equitable transport network which meets the needs of all. Mode shift targets or visions are not clearly outlined in the LTP in a way which matches the pace of ambition needed. While it is recognised that this draft LTP is intended as a high level document and that implementation plans will follow, LCC consider that reference to these matters should be made at this stage within this core strategy, to ensure

there is a hook for further policy at the implementation stage. Across the LCCA, authorities are relying on strategic leadership to drive transport related emissions and deliver a transport system that works for all.

Workstreams and policies

In this section, we will be referring to specific policies and delivery workstreams in our draft Local Transport Plan. You can [view the full draft using this link](#).

To make it easier, the codes at the start of each point – for example SV1 - directly relate to the policy in the draft Local Transport Plan.

Workstream 1: Connecting Lancashire

This workstream seeks to create the right transport foundations to enable business growth, attract investment, and develop new talent. Improving connectivity will help reduce costs, support innovation and growth in business space, housing, and job opportunities. By enhancing public transport and wider regional links, we will increase productivity, widen labour markets, and support a stronger, fairer and sustainable economy.

Q16.Connecting Lancashire policy - please rate how important they are to you. Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

CL1: Enable the delivery of strategic growth sites. Ensuring that strategic growth sites are appropriately located, accessible and supported by suitable transport evidence. Delivering multi-modal transport infrastructure investment to support strategic growth sites, leveraging developer and national funding where required.	Very Important
CL2: Transform east / west public transport. Prioritising and transforming public transport linkages between Blackpool, Preston, Blackburn, Burnley and Colne - making it much easier to travel between the towns and across the entire corridor, increasing access to opportunities such as work, training, healthcare and leisure.	Important
CL3: Improve public transport connections with neighbouring regions. Boosting Lancashire's strategic position in the North by working closely with neighbouring regions to improve our cross-border connections. Strengthening our key transport corridors which link us to the Liverpool City Region, Cumbria, Greater Manchester and Yorkshire to support economic growth and	Very Important

broaden our travel horizons.	
<p>CL4: Improve reliability of strategic and major roads for all forms of transport.</p> <p>Working closely with National Highways and Local Highway Authorities to ensure that Lancashire's strategic and major road networks are efficient and reliable for our residents, businesses and visitors. By tackling congestion hotspots, we will support the efficient movement of goods and people across our county.</p>	Very Important
<p>CL5: Explore new or expanded heavy rail and mass transit networks.</p> <p>Working with Network Rail, transport operators and other partners to provide strategic upgrades to our rail network and Superbus corridors, as well as exploring opportunities for light rail expansion. These upgrades will improve service reliability and frequency, and bring new opportunities for those who live, work, visit and transport goods in Lancashire.</p>	Very Important
<p>CL6: Improve high-speed broadband, especially in rural areas.</p> <p>Supporting the continued rollout of broadband and digital connectivity across Lancashire to provide fair and reliable access to the internet, new technologies and digital services.</p>	Very Important

Workstream 2: Transforming travel choices

This workstream seeks to provide genuine choices and address transport-related inequality to create new opportunities for work, education, and services. Reliable, affordable, and safe travel options are essential to meet daily needs and improve quality of life, especially for lower-income households. By encouraging sustainable travel and maximising existing transport assets, we aim to support a stronger economy, fairer opportunities, and a sustainable future.

Q17.Transforming travel choices policy - please rate how important they are to you. Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

<p>TC1: Improve and modernise bus journeys.</p> <p>Working with operators and unlocking funding to develop a modernised, comprehensive, frequent and reliable, integrated bus network. Delivering improved network coverage, enhancing bus priority and improving the passenger experience.</p>	Very Important
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<p>TC2: Revolutionise rail travel so it is reliable and attractive.</p> <p>Working with operators, Network Rail and Great British Railways, neighbouring areas, and Transport for the North to transform our rail services and improve performance. Our focus will be on improvements to passenger experience and infrastructure upgrades.</p>	Very Important
<p>TC3: Establish convenient and safe options for walking, wheeling and cycling.</p> <p>Supporting the development of a county-wide network of footpaths and cycle routes that are accessible, attractive and safe, to make walking, cycling, wheeling and scooting the natural first choices for short trips. Improving the availability and quality of our leisure routes, through maintaining, expanding and enhancing our networks of Public Rights of Way.</p>	Very Important
<p>TC4: Enable the use of bus, rail and active travel.</p> <p>Ensuring that our residents feel enabled to use bus, rail and active modes for travel through marketing, incentives, engagement, information and partnerships with education providers, workplaces, visitor destinations and developers.</p>	Very Important
<p>TC5: Broaden travel choices in rural areas.</p> <p>Working proactively with private providers, local operators and neighbouring areas to provide better public and shared transport for our rural and more remote communities, reducing the risk of social isolation and broadening travel horizons.</p>	Very Important
<p>TC6: Ensure taxis and private hire vehicles offer an accessible and safe service.</p> <p>Enhancing the safety and accessibility of private hire vehicles through improving facilities and supporting suitable licensing and pricing arrangements.</p>	Very Important
<p>TC7: Transform sustainable travel choices for tourists.</p> <p>Supporting our growing visitor economy while mitigating impacts on congestion and pollution through the provision of improved sustainable transport options to, from, and between our major destinations.</p>	Very Important

TC8: Reimagine public transport ticketing. Working with operators, neighbouring authorities and key stakeholders to progress towards a fairer, more affordable and more integrated ticketing system	Very Important
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Workstream 3: Safe and vibrant communities

This workstream aims to deliver accessible, high-quality spaces and infrastructure, to enhance health and well-being, tackle deprivation, and reduce social isolation. In addition, the workstream aims to improve transport connections and road safety, in turn benefiting our economy through improved employment and public health outcomes. Creating safer, welcoming streets and sustainable developments will foster active communities, reduce isolation, and attract investment, supporting fairer opportunities and a sustainable future.

Q18.Safe and vibrant communities policy - please rate how important they are to you. Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

SV1: Empower everyone to travel safely and securely, wherever they go. Applying a 'vision zero' approach to road safety – an ambition for there to be no fatalities or serious injuries on our road network. Taking a holistic, safe systems approach to road safety, considering the locations of collision hotspots, road user behaviour, and personal security.	Very Important
SV2: Deliver accessible and affordable public transport. Enhancing public transport to progress towards systems that are truly accessible and affordable for all our residents, ensuring equality of access to education, services and employment.	Very Important
SV3: Develop accessible, high-quality spaces and infrastructure. Working with our residents to create safer, more welcoming streets to make local communities stronger and help to strengthen local pride of place. Ensuring that our built environment and infrastructure is accessible and inviting for all people, supporting improved travel choices, equality of opportunity, and reduced social isolation.	Very Important
SV4: Embed placemaking in new developments.	Very Important

Supporting and promoting a vision-led approach to planning for new developments that puts the transport needs of people and communities first, by prioritising access to amenities and services, nature, and public spaces, and achieving well-designed places. This will ensure that transport and land use planning are fully integrated and will support thriving, sustainable communities.	
SV5: Alleviate adverse impacts of travel on communities. Working with local communities, stakeholders and highways authorities to reduce and proactively design out the potential adverse impacts that transport can have on our communities.	Very Important

Workstream 4: Future-ready networks

This workstream aims to transform Lancashire into a future-ready sub-region by integrating new technologies and innovative solutions into our transportation and infrastructure. By harnessing new technologies and a data-driven approach, we aim to improve reliability, support economic growth, and prepare for future changes, including the use of drones and autonomous vehicles. Proactive maintenance and sustainable planning will keep our transport networks robust, supporting a stronger economy, fairer opportunities, and a sustainable future.

Q19.Future-ready networks policy - please rate how important they are to you. Please rate how important they are to you. Rate as 'Very Important', 'Important' or 'Not Important'.

FN1: Embrace new transport data and technologies. Embracing data and new technologies to enhance the efficiency, reliability and sustainability of our transport networks. Leading in the development and deployment of innovative transport solutions – supporting cutting-edge research, piloting new technologies, and fostering partnerships that position us at the forefront of future mobility.	Very Important
FN2: Accelerate the uptake of electric vehicles. Facilitating the accelerated uptake of electric vehicles by working with residents, stakeholders, and public and private sector partners to provide a range of charging and access options for everyone.	Very Important
FN3: Improve journey time reliability.	Very Important

Improving journey time reliability for all users of our road network by targeting the causes of delays and disruption and ensuring that we are more resilient to seasonal or event-based changes.	
FN4: Deliver sustainable, resilient infrastructure. Planning and embedding resilience into our new and existing infrastructure to protect our road, rail and active travel networks and keep Lancashire moving into the future.	Very Important
FN5: Embed whole-life approaches to asset management. Supporting our Local Highway Authorities to get the most out of our existing and future highway assets by promoting and facilitating a whole life approach to maintenance and management.	Very Important
FN6: Implement smarter public parking strategies that meet evolving needs. Working closely with local planning authorities to provide appropriate and flexible parking which supports our people and places. Aligning parking provision with local priorities, environmental goals, and the evolving needs of communities and businesses.	Very Important
FN7: Support sustainable first and last mile freight. Support deliveries to be made more efficiently and increasing the delivery options for our residents.	Very Important

Q20.Do you have any final comments on the Lancashire Transport Plan workstreams and policies?

ANSWER: LCC would like to make further, detailed comments and observations on the LTP which are set out below.

It is welcomed that the Local Transport Plan (LTP) has now been published for consultation due to the time that has elapsed since the last LTP was published in 2011 (with the masterplan in 2016). With this in mind, it is a significant landmark for the sub-region, with it being the first LTP to be produced by the new Lancashire Combined County Authority (LCCA).

Whilst it is recognised that this is a Core Strategy document, the contents are extremely high level and whilst it is noted that a detailed implementation plan will be developed once the core strategy has been finalised, without any degree of substantive detail of what that will

constitute at this stage, it is difficult for stakeholders to provide adequate consultation assessment and feedback.

By way of an example, each policy sets out a section on why the policy is needed but also “*what could this look like?*” It is considered that this section could feature potential ‘options’ to achieve the policy aim, which would be more tangible and allow respondents to offer their views on each of these, rather than a group of wide-ranging possible measures or ideas. These need to be focused down and presented as options for moving forward.

1. Omission of workplace parking levy

There is no mention of private workplace parking levy – this is eminently achievable and would provide a good source of regular income for sustainable transport measures. The Workplace Parking Levy (England) Regulations 2009 provide statutory backing for local authorities to implement WPL schemes. Lancashire’s draft regional transport plan omits any mention of a private workplace parking levy (WPL), despite its proven potential to reduce congestion, improve air quality and generate sustainable transport funding.

Nottingham City Council’s WPL has raised nearly £90 million since its introduction in 2012, funding tram extensions, electric buses and cycling infrastructure. www.motia.com The UK100 Political Toolkit offers a step-by-step guide for local authorities, including feasibility studies, stakeholder engagement and legal frameworks. www.uk100.org

Benefits could include:

- **Revenue Generation:** Funds from WPL could support Park & Ride, bus priority schemes and active travel infrastructure.
- **Demand Management:** Discourages provision of workplace parking, encouraging modal shift.
- **Climate Goals:** Aligns with Lancaster City Council’s (LCC) declared Climate Emergency and modal shift ambitions.
- **Equity:** Encourages employers to rethink car-centric commuting incentives.

LCC consider that the LTP should explain why this is not a consideration in the long-term financing of sustainable transport measures.

2. Omission of bus franchising

LCC queries why bus franchising/public ownership is not presented as an option. It has the potential to deliver better and more comprehensive/integrated bus services, particularly in underserved and rural communities. The LTP does not mention bus franchising—there is no reference to powers under the Bus Services Act 2017, or any intent to pursue a franchising model like Greater Manchester. There is also no mention of public bus ownership, despite Blackpool Transport Services Ltd being a long-standing example of municipal ownership.

- **Policy TC1** aims to “improve and modernise bus journeys” but focuses on reliability, frequency, and integration—not governance or ownership models.
- **Policy TC8** discusses “reimagining public transport ticketing,” which could support integrated systems but again lacks reference to franchising or unified control.
- The plan refers to **Bus Service Improvement Plans (BSIPs)** as future supporting documents, but these are not included in the current draft.

LCC consider that the omission is significant given:

- Greater Manchester’s neighbouring Bee Network is a flagship example of how franchising can improve service integration, reliability and affordability.

- Blackpool’s public ownership shows that municipal models are viable and already operating within Lancashire.
- The LTP’s ambition to “transform travel choices” and “deliver accessible and affordable public transport” could be better realised with greater control over bus services.

Lancashire has an opportunity to reshape its bus network to better serve communities, support modal shift and align with climate and regeneration goals. Franchising enables strategic control, allowing the authority to set routes, fares and standards aligned with wider transport goals. Public ownership ensures re-investment within the district. Integrated networks boost modal shift - as seen in Manchester, where buses, trams and active travel are being unified under one brand and ticketing system. LCC consider that the LTP should explain why this is not a consideration in the long -term planning and integration of sustainable transport measures.

3. Omission of Rail Improvements

Rail – within the Lancaster District has increasing local momentum for a battery/ electrification of the Lancaster – Morecambe – Heysham branch line. This project requires strategic support in this document.

The omission of Heysham–Morecambe–Lancaster rail improvements, and specifically battery train investment, is a missed opportunity in the LTP. Addressing this gap would deliver substantial economic, social, and environmental benefits, and help Lancashire lead the way in sustainable transport innovation.

The LTP recognises the Bay Area (including Lancaster, Morecambe, and Heysham) as a distinct spatial priority, highlighting its connections to Cumbria, Barrow, and the South Lakes. However, while the plan discusses rail connectivity, electrification, and integration, there is no explicit mention of targeted improvements for the Heysham–Morecambe–Lancaster rail corridor. The omission is notable given Heysham Port’s strategic role in freight, energy, and tourism, and the line’s potential to support economic growth, regeneration, and modal shift in the Bay Area and supporting the future Eden Morecambe project, heavily featured in the CA Growth Plan.

The LTP references electrification (e.g., Preston–Blackpool North) and the need for low-carbon solutions but does not address battery train technology, which is particularly relevant for non-electrified branch lines like Lancaster – Morecambe - Heysham. Local efforts, including pilot projects and feasibility studies, have demonstrated that battery trains can operate efficiently on the branch, offering a cost-effective, low-emission alternative to diesel. By omitting this, the LTP misses an opportunity to showcase Lancashire as a leader in rail innovation and decarbonisation, aligning with national and regional climate goals.

The plan stresses the need for integrated transport, seamless ticketing, and improved connections for both passengers and freight. Yet, the Heysham–Morecambe–Lancaster line is not highlighted as a candidate for such integration, despite its potential to link rail, port, and active travel networks, and to serve deprived communities with limited travel choices.

The LTP aims to tackle transport-related social exclusion, support regeneration, and improve access to jobs and services. Investment in the Heysham–Morecambe–Lancaster line would directly support these goals, improving connectivity for residents, businesses, and visitors, and unlocking growth in the Bay Area.

The LTP should:

- Explicitly include Heysham–Morecambe–Lancaster rail improvements in the LTP’s implementation plan.

- Support pilot projects and funding bids for battery train deployment on the line.
- Integrate the corridor into wider transport and regeneration strategies, including seamless ticketing and active travel links.
- Engage with local stakeholders, Network Rail, and operators to assist in developing a robust business case.

Strategy Links to Morecambe, Heysham and the Eden Project	Comment
<p>Delivered Infrastructure</p> <ul style="list-style-type: none"> • Bay Gateway Link Road: Already completed, this connects Morecambe and Heysham directly to the M6, improving access to Heysham Port and relieving congestion in Lancaster (e.g., Lune bridges). 	<p>The key challenge for the Bay Gateway is that it doesn't reach Morecambe. Most Central Morecambe options converge at the Shrimp Roundabout – where Lancaster and Morecambe Road meet with Westgate, Broadway, Bare Lane and Torrisholme Road. This is a terrible bottleneck. The alternative is to cut along Oxcliffe/Mellishaw Road or head north on the A6.</p> <p>Morecambe has challenging geography due to its coastal location, the River Lune, Morecambe Heysham railway line, the West Coast Mainline and the canal.</p> <p>A new connection to the Bay Gateway from Morecambe would alleviate a lot of the current transport pressure. It would also provide significant support for the Eden Project Morecambe and the wider town's economy.</p> <p>Failing that, a concrete plan to improve traffic flows along the routes that link to the Bay Gateway is vital.</p>
<p>Strategic Road Network</p> <ul style="list-style-type: none"> • Policy CL4: Commits to working with National Highways to tackle congestion hotspots on key corridors (M6, M55, M61, M65, M58 and A-roads) and improve reliability for all modes (car, coach, van, lorry). 	<p>A589 is already a congestion hotspot at the Shrimp roundabout, where it meets traffic from Central Morecambe and the West End. The addition of 3,750 daily peak Eden visitors will only exacerbate this.</p>
<p>Rail & Mass Transit</p> <ul style="list-style-type: none"> • Policy CL5: Promises to explore expanded rail and mass transit networks, including upgrades and new corridors like the Fleetwood–Poulton–Blackpool–Morecambe/Lancaster line. 	<p>The phrasing of this is too weak. <i>Promises to explore</i> may only result in a study that sits on a shelf.</p>

<p>Visitor Economy & Sustainable Travel</p> <ul style="list-style-type: none"> • Policy TC7: Supports sustainable travel to/from major destinations like Morecambe: <ul style="list-style-type: none"> ○ Better coach facilities and interchanges ○ Improved bus/train services ○ Cycle hire/storage, e-bike schemes ○ Wayfinding and accessible design 	<p>This is welcome and needed, but the strategy lacks firm actions that set out how or when this will be achieved.</p> <p>Morecambe and Heysham have a railway line that is used twice a day and also for nuclear fuel deliveries. There is potential for a light rail transit system between Heysham and Bare that could make a big impact on major traffic challenges like the school run and match days at Morecambe football club.</p>
<p>Social Inclusion</p> <ul style="list-style-type: none"> • Policy SV2: Identifies Morecambe as a high-risk area for transport exclusion and pledges: <ul style="list-style-type: none"> ○ Accessible and affordable public transport ○ Level boarding, inclusive stop infrastructure ○ Affordable fares and inclusive travel info 	<p>This is welcome and needed, but the strategy lacks firm actions that set out how or when this will be achieved.</p> <p>Morecambe and Heysham have a railway line that is used twice a day and also for nuclear fuel deliveries. There is potential for a light rail transit system between Heysham and Bare that could make a big impact on major traffic challenges like the school run and match days at Morecambe football club.</p>
<p>Future-Ready Networks</p> <ul style="list-style-type: none"> • Commits to climate-resilient infrastructure, green design, real-time info, integrated ticketing, and data-driven journey planning. 	<p>This is welcome and needed, but the strategy lacks firm actions that set out how or when this will be achieved.</p>
<p>Eden Project Commitments</p> <ul style="list-style-type: none"> • No explicit mention of the Eden Project (or Eden Project North) appears in the extractable text of this document. • If Eden is considered a “signature project” in Lancashire’s Growth Plan, it would fall under: <ul style="list-style-type: none"> ○ Policy CL1: A general commitment to support strategic growth sites with: <ul style="list-style-type: none"> ▪ Multi-modal transport access ▪ Evidence-based planning 	<p>There is concern from some parts about Eden’s use of Lancaster park and ride. An alternative would be to utilise the Morecambe Heysham railway line for light rail transit and build a park and ride for Eden, festivals, events and the football club.</p> <p>The field between the railway line and Oxcliffe Road could facilitate this. It has good links to the Bay Gateway and avoids all the road challenges of getting in and out</p>

Funding from developers, national sources, and the Combined Authority	of Central Morecambe. Map link https://maps.app.goo.gl/mg9jrbvoEPyPm6JF6
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Comments relating to J34 Park & Ride: There is feedback from LCC staff that they do not use the Park and Ride in peak hours because the traffic is always quicker than the bus and it needs to be the other way around.

Comments relating to Cycle routes: LCC consider there should be reference made to the importance of setting up more strategic cycle routes.

Comments relating to Page 4: LCC question why one of the priorities in the foreword explicitly references the need for improved stronger east-west connections. The high-level ambition should be for enhanced connectivity across *all* parts of Lancashire.

Comments relating to Page 16: Section 2.3 is critical and welcome. The emphasis on needing to provide adaptation measures and planning for the climate crisis, reducing emissions and pollution from transport, and addressing the environmental impact of materials is welcome. The commitment to supporting nature recovery and biodiversity net gain alongside transport networks is crucial to ensuring support for nature and wildlife across the LCCA. The vision laid out in this section should be pulled throughout the Local Transport Plan and be supported by clear targets.

Comments relating to Page 22 (Figure 3 diagram): The diagram should be updated to include an arrow showing the existing 'external economic corridor' between the Bay Area and West Yorkshire (Lancaster-Morecambe-Carnforth- Leeds – rail).

Comments relating to Page 23: The Connecting Lancashire policies include priorities around transforming public transport across the east-west belt; and also with neighbouring regions; but they do not imply that the improvement of public transport elsewhere throughout Lancashire is a priority.

Page 27: LCC consider that Figure 4-2 should include connection across the rural North on an east west direction.

Comments relating to Page 33: This cites the Bay Gateway as a case study (the inclusion of which LCC support), however the key outcomes for the Bay Gateway have not yet been delivered in full and the timescale for doing so in accordance with the Development Consent Order is expiring. See LCC's separate comments regarding the outstanding parts of the Development Consent Order as the end of this response form.

Comments relating to Page 38: Under the 'What could this look like?' question, there is no reference to expansion of the county's bus lane network. The absence of a seamless segregated bus lane through Lancaster to Morecambe is the single largest deterrent towards encouraging a modal shift to public transport. Coupled with intelligent bus priority at lights, this investment in the network would enhance the Morecambe (including Eden Project Morecambe)- Lancaster-Lancaster University bus service in particular and services through the city towards Carnforth and the Lune Valley.

Comments relating to Page 47: It is good to note the identification of measures to curb injuries and fatalities on our road network. This should include traffic light cameras to prevent the increasing anti-social behaviour of jumping red lights. It is a cause of injuries and several near misses on Lancaster's gyratory system.

Comments relating to Page 60: Whilst the focus on improving journey reliability times is welcome, the lack of progress regarding the Bay Gateway Development Consent Order requirements has meant that journey reliability through Lancaster has become congested again. Further comments in relation to the Bay Gateway DCO are made below.

Comments relating to Page 62: It is welcome that greening of our transport network and a focus on nature-based solutions is emphasised. The ability to co-deliver green and blue infrastructure, provides countless benefits for people and nature and supports more beautiful places. Green bridges should also be included as well as mentioned on this page, and the critical need to maintain and increase safe movement of wildlife as outlined on Page 16 section 2.3.

The Bay Gateway – Development Consent Order:

It is acknowledged that LTP4 is a high-level, strategic plan that establishes the foundations for the county's transport investment and priorities for the next 20 years, and in this regard, it is not the most appropriate document for the submission of detailed observations regarding specific projects.

However, Lancaster City Council still awaits the local transport authority's intentions regarding the outstanding requirements arising from the Bay Gateway Development Consent Order. Satisfying these requirements will inform transport options and placemaking through the City of Lancaster and beyond.

For ease of access, the requirements that are enshrined in the Lancashire County Council (Torrisholme to the M6 Link (A683 Completion of Heysham to M6 Link Road)) Order 2013, are set out below in bold italics. The latest date for compliance with the Development Consent Order is 31 October 2026.

Schedule 2, Part 10 (1) – Highway Approvals and Complementary Measures

Sub-Para (6) “The link road must not be fully opened to vehicular traffic until an action plan of complementary traffic measures has been submitted to and approved in writing by the relevant planning authority, which must have regard to the findings of Lancaster and Morecambe Vision Board Study and include:

- (a) A review of the City Centre gyratory systems;***
- (b) An investigation into the extension of the proposed Park and Ride network beyond the site at Junction 34 of the M6 Motorway;***
- (c) A detailed feasibility study for a rapid transit route from Lancaster City Centre, rail station and bus station to Morecambe and Heysham; and (d) a schedule of those measures that are to be implemented.***

The action plan must aim to prevent road traffic growth within the central Lancaster area increasing to predicted “do minimum” levels between the opening and design years of the link road (thereby negating planned relief) and contain a timetable for implementation of the measures to be carried out.

Sub-Para (7) The complementary traffic measures set out in the schedule to the action plan approved in accordance with sub-paragraph (6) must be carried out in accordance with the approved timetable or no later than 10 years of the opening of the link road whichever is the earlier.

Sub-Para (8) The link road must not be fully opened to vehicular traffic until the undertaker has completed statutory consultation upon a proposal to make a traffic regulation order prohibiting HGVs from roads forming part of the A6 in Central Lancaster and along A589 Morecambe Road east of the link road, except for access.

End of LCC additional comments.

Thank you for taking the time to fill out this survey.

Your feedback will help us improve our draft plan and build a list of transport projects that will help to achieve a long-term vision for a stronger economy, with fairer opportunities, and a sustainable future. For the latest updates on the Local Transport Plan, please visit the [Lancashire Combined County Authority website](#)

Appendix 2:

Additional comments on the Lancaster City Council proposed draft response to the Lancashire Combined County Authority draft Local Transport Plan Core Strategy 2025-2045.

Comments made following Local Plan Review Group on 11th November 2025.

- Ap2.1 Following the collation of the LCC's response to the LTP consultation, on 11th November the report was presented the Members of the Local Plan Review Group (LPRG).
- Ap2.2 Members of this group raised a small number of points following the presentation of the report. These are as follows.
- Ap2.3 Members raised how the LCC response highlights that Eden is overlooked in the LTP, however members also consider that Carnforth is overlooked and should also be included in rail plans for Eden. Carnforth is a nationally important historic railway station and the hub for district with connections to Barrow, Lake District & Yorkshire. Further information should be supplied in the LTP on how Carnforth will be included in future transport options. A request was also made by Members that more reference is made to the importance that Lancaster University within the district and region and the transport routes to and from here.
- Ap 2.4 A query was also raised by Members in the LPRG meeting in relation to workplace parking levies and how this would work practically. Members stated that there should be appropriate consideration of shift workers/on call workers where public transport may not be as readily accessible. This issue should be explained more clearly in the response at Q20 (on page 25 of this report) and is amended to read as follows (see red text now included below):

1. Omission of workplace parking levy

There is no mention of private workplace parking levy – this is eminently achievable and would provide a good source of regular income for sustainable transport measures. The Workplace Parking Levy (England) Regulations 2009 provide statutory backing for local authorities to implement WPL schemes. Lancashire's draft regional transport plan omits any mention of a private workplace parking levy (WPL),

despite its proven potential to reduce congestion, improve air quality and generate sustainable transport funding.

Nottingham City Council's WPL has raised nearly £90 million since its introduction in 2012, funding tram extensions, electric buses and cycling infrastructure.

[\[www.motia.com\]](http://www.motia.com) The UK100 Political Toolkit offers a step-by-step guide for local authorities, including feasibility studies, stakeholder engagement and legal frameworks. [\[www.uk100.org\]](http://www.uk100.org)

Benefits could include:

- Revenue Generation: Funds from WPL could support Park & Ride, bus priority schemes and active travel infrastructure.
- Demand Management: Discourages provision of workplace parking, encouraging modal shift.
- Climate Goals: Aligns with Lancaster City Council's (LCC) declared Climate Emergency and modal shift ambitions.
- Equity: Encourages employers to rethink car-centric commuting incentives, **although consideration should be given by employers to the commuting patterns of shift workers and on-call employees when implementing workplace parking levy schemes.**

AP 2.5 Comments were also raised by members of LPRG that there should be greater consideration of provision of public and shared transport in rural areas, particularly in deeply rural areas, which related to the potential approaches set out in **Workstream 2** (Transforming travel choices) and also **Workstream 3** (safe and vibrant communities) of the LTP. Members request that this issue, and the potential for an 'on-demand- service should be considered in depth by the LCCA.

AP 2.6 Members also requested that better referencing of data sources take place in the LTP report. For example, on page 47 of the LTP it states that "*our evidence indicates that...*" but there is no reference made to where this information or evidence comes from. It is also considered that on the whole the Core Strategy is extremely high level which makes it difficult to interpret what this will look like at the local level. The local level issues, such as the provision of bus shelters at bus stops, are extremely important to local people and members, but there is concern that this level of detail is not included in this Core Strategy and that it will also not be considered within the next stage, implementation plans.

End of additional comments made by LPRG members.

COUNCIL BUSINESS COMMITTEE

Consultation Response- Inhouse Provider Services Redesign

27th November 2025

Report of Chief Executive

PURPOSE OF REPORT

To provide a response from Lancaster City Council to Lancashire County Council's consultation on ' Inhouse Provider Services Redesign'

This report is public.

RECOMMENDATIONS

(1) That Council Business Committee provide a response from Lancaster City Council to Lancashire County Council's consultation on ' Inhouse Provider Services Redesign'

Introduction

- 1 Lancashire County Council has recently been inspected by the Care Quality Commission and has received a rating of 'Requires Improvement', which means it needs to look at all its adult social care services and have a plan for improvement.
- 2 One of the areas the County Council needs to consider and review are council-run adult social care services, some of which are also separately registered by the Care Quality Commission because of the type of care and support they provide, for example residential care. These services each have their own CQC rating.
- 3 For adult social care in Lancashire there is strategy called Living Better Lives in Lancashire and this focuses on:
 - Help people live safely and independently
 - Deliver good quality and meet people's needs
 - Use public money wisely

Proposal Details

- 4 Lancashire County Council are currently consulting on how they intend to review these services.

- 5 The first part of the consultation is to hear views on the framework that will be used to guide the review.

- 6 Lancashire County Council state-

In addition to hearing people's views, we will use a clear set of guidelines (called an evaluation framework) to help us consider and review these services.

We will look at:

- *How we deliver services that match our overall plan and goals set out in our Living Better Lives in Lancashire strategy*
 - *The quality and safety of services, condition of buildings, and experience of our service users*
 - *If there are sufficient staff and other ways people have options for support nearby*
 - *If the service is affordable and good value for money*
- Our aim is to continually improve care for individuals, making sure services are safe, suitable and fit for purpose for the future.*

- 7 The second part of the consultation concerns reprovion.

- 8 Lancashire County Council state-

Additionally, five of the older people's residential homes and five older people's day services have been highlighted due to being outdated and requiring significant investment to bring to a reasonable standard and ensure they meet CQC standards for regulated care, particularly with regard to safety and dignity. For transparency, two of these day services have not been open for a number of years.

To ensure people continue to receive safe and high quality care, we are reviewing how care is delivered in these buildings. This process is called reprovion, which means we may change some services and provide care in different ways or locations that better meet people's needs. The services we are looking at include:

Care homes:

- *Milbanke, Station Rd, Kirkham, Milbanke PR4 2HA*
- *Thornton House, Whimbrell Drive, Thornton Cleveleys, FY5 2LR*
- *Woodlands, Warwick Avenue, Clayton-le-Moors, Accrington BB5 5RW*
- *Favordale, Byron Rd, Colne BB8 0BH*
- *Grove House, Highfield Rd, Adlington, Chorley PR6 9RH*
-

Day centres:

- *Byron View, Byron Road, Colne BB8 0BH (attached to Favordale)*
- *Derby Centre, Derby St, Ormskirk L39 2BW*
- *Milbanke Day Centre, Station Rd, Kirkham, Milbanke PR4 2HA (attached to Milbanke)*
- *Teal Close, Whimbrell Drive, Thornton Cleveleys, FY5 2LR (attached to Thornton House)*
- *Vale View, Stratford Cl, Lancaster LA1 2JP*

Details of Consultation

- 9 The closing date for consultation is 12th December 2025. Council Business Committee

are asked to provide a response on behalf of Lancaster City Council. To assist with this the Council issued a press release asking to hear from local people about the impact the closure would have on the community.

10 Copies of these responses have been provided to committee members.

11 Further background can be found on Lancashire County Council's website.

[Council - Agenda for Cabinet on Thursday, 9th October, 2025, 2.00 pm](#)

CONCLUSION OF IMPACT ASSESSMENT

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

As set out in report

LEGAL IMPLICATIONS

None as a direct result of this report

FINANCIAL IMPLICATIONS

None as a direct result of this report

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

As set out in the report

SECTION 151 OFFICER'S COMMENTS

The section 151 Officers 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

[Council - Agenda for Cabinet on Thursday, 9th October, 2025, 2.00 pm](#)

Contact Officer: Mark Davies

COUNCIL BUSINESS COMMITTEE

Committee Timetable 2026/2027

27th November 2025

Report of Chief Officer - Governance

PURPOSE OF REPORT
To consider a timetable of committee meetings for the 2026/27 municipal year.
This report is public.

RECOMMENDATIONS

- (1) That members consider the proposed timetable of meetings, times and venues for the 2026/27 municipal year set out within the report and appendices.
- (2) That a final schedule of meetings be agreed at this meeting, or, if significant changes are made, that the matter be referred to Council for decision at its next meeting.

1.0 Background and Introduction

- 1.1 This Committee's terms of reference include "To agree the annual timetable of Lancaster City Council meetings and any other timetabling issues which may arise." (Constitution Part 2, Section 5, paragraph 8). A draft timetable is therefore presented to members at this meeting to be finalised. This will allow accommodation to be booked and notice to be given of the proposed dates to both members and officers.

2.0 Proposal – start times, venues and number of meetings

- 2.1 Proposed start times, venues and number of meetings are shown at **Appendix 1**.
- 2.2 Regarding venues and start times for meetings, it is suggested these remain the same as those agreed at the 8th November 2023 meeting of Council.
- 2.3 It should be noted that where the People and Organisational Development Committee and the Standards Committee hold hearings in respect of individual cases or hold meetings to deal with appointment of JNC Chief Officer level posts, which are likely to last for a half day or more, and, in some cases, require the

attendance of witnesses and others. Hearings are held during the day. This is because a 6.00pm start time is not practical.

- 2.4 The Joint Consultative Committee of People and Organisational Development Committee members and Trade Union representatives is held virtually because this body is not required to hold face to face meetings, unlike the City Council's other committees.

3.0 Proposal - Dates

- 3.1 The draft timetable is attached at **Appendix 2**. It is based on the number of meetings held this municipal year, with one difference explained below.

- With regard to Council Business Committee 6 scheduled meetings have been timetabled rather than 3 in previous years. It is felt that, going forward, scheduling 6 meetings evenly throughout the forthcoming municipal year will meet the requirements of Council Business Committee. In previous years additional meetings have needed to be arranged to meet other organisations consultation deadlines. In a number of cases these have needed to be responded to prior to a scheduled meeting of the Committee.

4.0 Consultation

- 4.1 A consultation with all Councillors was undertaken earlier this year regarding the commencement time of meetings. The majority of responses advised that Councillors wished for the commencement times to remain the same, the majority being mainly in the evenings.

5.0 Conclusion

- 5.1 Members are asked to consider this report and agree a timetable of meeting dates, times, and venues for the 2026/27 municipal year at this meeting.
- 5.2 Should any significant changes be proposed, this committee is asked to make recommendations to Council for a final decision.

CONCLUSION OF IMPACT ASSESSMENT

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

None.

LEGAL IMPLICATIONS

It is a legal requirement that the City Council publishes its timetable of meetings by the commencement of each Municipal Year. Amendments can be made throughout the year provided at least 5 days' notice is given.

FINANCIAL IMPLICATIONS

There are no additional financial implications for the proposed draft timetable. The costs of the meetings will be met from existing budgets.

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

None.

MONITORING OFFICER COMMENTS

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

SECTION 151 OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

Contact: Democratic Support
Telephone: 01524 582000
E-mail: democracy@lancaster.gov.uk

APPENDIX 1

MEETING, VENUE, START TIMES AND NUMBER OF MEETINGS			
Meeting	Venue	Start Time	Number of Meetings
Annual Council (Ceremonial)	Ashton Hall	12 noon	1
Annual Council (Business)	MTH	6:00pm	1
Council	MTH	6:00pm	9
Council Business Committee	MTH	6:00pm	6
Cabinet	MTH	6:00pm	9
Overview & Scrutiny Committee	MTH	6:00pm	9
Budget and Performance Panel	LTH	6.00 pm	5
Licensing Committee	MTH	1:00pm	8
Planning Regulatory Committee	MTH	10:30am	13
People and Organisational Development Committee	LTH	6:00pm	3
JCC	REMOTE	Flexible	2
Audit Committee	MTH	6:00pm	4
Standards Committee	LTH	6:00pm	2

	May 2026	June	July	August	September	October	November	December	January 2027	February	March	April	May	
Mon		1								1	1			Mon
Tue		2			1 Planning			1		2	2			Tue
Wed		3 Overview & Scrutiny	1 Overview & Scrutiny		2			2 Cabinet		3 Overview & Scrutiny	3 Overview & Scrutiny			Wed
Thu		4	2 Standards		3	1		3 Budget & Perf.		4	4	1		Thu
Fri	1	5	3		4	2		4	1 New Year's Day	5	5	2		Fri
Sat	2	6	4	1	5	3		5	2	6	6	3	1	Sat
Sun	3	7	5	2	6	4	1	6	3	7	7	4	2	Sun
Mon	4 Bank Holiday	8	6	3	7	5	2	7 Planning Site Visit	4	8	8	5	3 Bank Holiday	Mon
Tue	5 Planning Site Visit	9 Cabinet	7 Cabinet	4	8	6	3	8	5	9 Cabinet	9 Cabinet	6	4 Planning Site Visit	Tue
Wed	6	10	8	5	9 Overview & Scrutiny	7 Overview & Scrutiny	4	9	6 Overview & Scrutiny	10 Budget & Perf.	10 Budget & Perf.	7	5	Wed
Thu	7 Elections TBC	11	9 P&OD	6	10 Licensing	8	5 P&OD	10	7	11 Licensing	11	8 Licensing	6 Elections TBC	Thu
Fri	8	12	10	7	11	9	6	11	8	12	12	9	7	Fri
Sat	9	13	11	8	12	10	7	12	9	13	13	10	8	Sat
Sun	10	14	12	9	13	11	8	13	10	14	14	11	9	Sun
Mon	11 Planning	15 Planning Site Visit	13	10	14	12	9	14 Planning	11 Planning Site Visit	15 Planning Site Visit	15 Planning Site Visit	12 Planning Site Visit	10 Planning	Mon
Tue	12	16	14	11	15 Cabinet	13 Cabinet	10	15	12 Cabinet	16	16	13 Cabinet	11	Tue
Wed	13	17 JCC	15	12	16 Budget & Perf	14	11 Audit	16 Council	13 Budget & Perf.	17	17 Audit	14	12	Wed
Thu	14	18 Licensing	16	13	17 Business Ctte	15 Licensing	12 Business Ctte	17	14	18 Business Ctte	18 P&OD	15	13	Thu
Fri	15 Annual Council	19	17	14	18	16	13	18	15	19	19	16	14	Fri
Sat	16	20	18	15	19	17	14	19	16	20	20	17	15	Sat
Sun	17	21	19	16	20	18	15	20	17	21	21	18	16	Sun
Mon	18 Business Council	22 Planning	20 Planning Site Visit	17	21 Planning Site Visit	19 Planning Site Visit	16 Planning Site Visit	21	18 Planning	22 Planning	22 Planning	19 Planning	17	Mon
Tue	19	23	21	18	22	20	17	22	19	23	23	20	18	Tue
Wed	20	24 Council	22 Council	19	23 Council	21 JCC	18 Council	23	20 Licensing	24 Council	24 Council	21	19	Wed
Thu	21	25	23 Business Ctte	20	24	22	19	24	21	25	25	22 Business Ctte	20	Thu
Fri	22	26	24	21	25	23	20	25 Christmas	22	26	26 Bank Holiday	23	21	Fri
Sat	23	27	25	22	26	24	21	26	23	27	27	24	22	Sat
Sun	24	28	26	23	27	25	22	27	24	28	28	25	23	Sun
Mon	25 Bank Holiday	29	27 Planning	24 Planning Site Visit	28 Planning	26 Planning	23 Planning	28 Bank Holiday	25		29 Bank Holiday	26	24	Mon
Tue	26	30	28	25	29	27	24	29	26		30	27	25	Tue
Wed	27 Audit		29 Audit	26	30	28 Overview & Scrutiny	25 Overview & Scrutiny	30	27 Council		31	28 Council	26	Wed
Thu	28 Business Ctte		30 Licensing	27		29	26 Licensing	31	28 Standards			29	27	Thu
Fri	29		31	28		30	27		29			30	28	Fri
Sat	30			29		31	28		30				29	Sat
Sun	31			30			29		31				30	Sun
Mon				31 Bank Holiday			30						31	Mon
Tue														Tue
	May 2026	June	July	August	September	October	November	December	January 2027	February	March	April	May	