

CABINET

6.00 P.M.

4TH OCTOBER 2016

PRESENT:- Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Darren Clifford, James Leyshon, Karen Leytham, Margaret Pattison, Anne Whitehead and Brendan Hughes

Officers in attendance:-

Susan Parsonage	Chief Executive
Nadine Muschamp	Chief Officer (Resources) and Section 151 Officer
Mark Davies	Chief Officer (Environment)
Andrew Dobson	Chief Officer (Regeneration and Planning)
Suzanne Lodge	Chief Officer (Health and Housing)
Anne Marie Harrison	Economic Development Manager
Liz Bateson	Principal Democratic Support Officer

18 MINUTES

The minutes of the meeting held on Tuesday 6th September 2016 were approved as a correct record.

19 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

The Chairman advised that there were no items of urgent business.

20 DECLARATIONS OF INTEREST

No declarations were made at this point.

21 PUBLIC SPEAKING

Members were advised that there had been no requests to speak at the meeting in accordance with Cabinet's agreed procedure.

22 FESTIVALS AND EVENTS

(Cabinet Member with Special Responsibility Councillor Clifford)

Cabinet received a report from the Chief Officer (Regeneration & Planning) which provided information for Cabinet on the impact of budget reductions to Light Up Lancaster, Vintage by the Sea and Brass Bands and clarified the Council's overall role in respect to festivals and events in the district

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

	Option 1: Develop income generation opportunities to improve the longer term sustainability of the Vintage by the Sea and Light Up	Option 2: Withdraw Council funding and delivery support from Light Up Lancaster and Vintage by the Sea
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	Lancaster	
Advantages	<p>Delivers additional income to reduce the overall costs of Light Up Lancaster and Vintage by the Sea to the Council</p> <p>Economic impact of Light Up and Vintage can be maintained and developed</p> <p>Opportunity to continue to develop and promote Light Up Lancaster and Vintage by the Sea as part of the district's Place Offer and the Lancaster and Morecambe Bay destinations</p> <p>Maintains the district's two 'signature' events for local communities and visitors</p> <p>Fits well with the district's Arts Strategy, Cultural Heritage Strategy and the Lancashire Visitor Economy Strategy</p> <p>Attracts significant match funding/ investment into the District and protects existing match funding to these two events.</p> <p>Creates an opportunity for the Council take a cohesive, cross service approach to income generation.</p>	<p>Creates further potential savings of around £40k for the Council in addition to the planned reductions of £22.7k</p> <p>Removes the need for in-kind support required from the Council</p>
Disadvantages	<p>Existing resources still required to deliver Vintage by the Sea and Light Up Lancaster</p>	<p>Loss of considerable economic impact from Vintage by the Sea and Light Up Lancaster</p> <p>Significant loss of visitor profile for the district and the Lancaster and Morecambe Bay destinations</p> <p>Significant reduction in visitor numbers to Lancaster and Morecambe</p> <p>Loss of match funding and</p>

		<p>investment into the District</p> <p>Loss of Vintage by the Sea and the Light Up Lancaster could give rise to concerns from the local community</p> <p>Lost opportunity to generate income for the Council from Light Up Lancaster and Vintage by the Sea (the Platform, the Storey, Williamson's Park, car parking)</p>
Risks	<p>Income generation can be affected by external factors that cannot be controlled but reduce audience sizes, such as weather and traffic conditions. Mitigation, for example, the mix of event activities, strong traffic management and communications can reduce risks.</p> <p>Quality of products/ services, understanding of audiences and good marketing and presentation can positively affect income.</p>	<p>Potential loss of support from key funders and strategic partners, towards long term objectives and outcomes</p> <p>Possible reputational risk and potential complaints to the Council from members of the public and local businesses regarding the loss of two major local events</p>

Whilst the report covers a number of aspects of the Council's role in relation to festivals and events in the district, specific, more detailed consideration has been given to the means by which budget reductions, as a result of the 2016/17 budget process, can be absorbed from 2017/18 onwards. The option to develop income streams builds on the scale and reputation of Light Up Lancaster and Vintage by the Sea, in particular, but establishes principles that work in a range of other situations. Increasing the use of the property assets, facilities and amenities for which the Council is responsible can increase public access in a positive way and help to generate income as a means of safeguarding them for the future.

Councillor Clifford proposed, seconded by Councillor Hanson:-

"That the recommendations, as set out in the report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That a reduction in the brass bands programme is implemented from 2017/18 onwards, to accommodate budget reductions.

- (2) That potential for income generation is developed as a means of absorbing budget reductions from 2017/18 onwards for the Vintage by the Sea and Light Up Lancaster festivals.
- (3) That the Council continues to act as a delivery partner and as accountable body, as required, to enable Light Up Lancaster and Vintage by the Sea to access external funds.
- (4) That the Council continues to support the diverse events programme in the district through making its own land available as a venue (subject to meeting current booking requirements), to support the work of the Events Safety Advisory Group and to provide information and advice to support delivery of local events.

Officer responsible for effecting the decision:

Chief Officer (Regeneration & Planning)

Reasons for making the decision:

The decision is consistent with the Council's Priority of Sustainable Economic Growth and the following Corporate Outcomes:

- Sustainable economic growth and jobs will be created in key sectors including the visitor economy.
- The attractiveness and offer of the district as a place to visit or invest will be improved.
- Lancaster and Morecambe Bay will be recognised as important visitor destinations.

23 MUSEUMS CABINET LIAISON GROUP TERMS OF REFERENCE

(Cabinet Member with Special Responsibility Councillor Clifford)

Cabinet received a report from the Chief Officer (Regeneration & Planning) which sought approval for the proposed terms of reference for the Museums Cabinet Liaison Group which Cabinet had agreed to establish at its meeting on 28 June 2016 (Cabinet Minute 8 refers).

Councillor Clifford proposed, seconded by Councillor Leytham:-

"That the recommendation, as set out in the report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That the Terms of Reference for the Museums Cabinet Liaison Group be approved as follows:

This Group is a non-decision making consultative forum to assist Cabinet Members in their decision-making responsibilities.

The Group will consider and advise on redevelopment options for the City

Council’s museums in the context of the district’s heritage and cultural offer for visitors and residents, providing a forum where information can be shared and feedback provided on the following:

- The results of feasibility works undertaken for specific redevelopment proposals, as agreed
- Analysis of consultation and engagement with visitors, residents, staff, funders and partners
- Design options and relative benefits/ constraints
- Museums expenditure and income
- Additional opportunities to develop the use of the City Council’s buildings linked to museums and the wider heritage and culture of the district
- Management arrangements

Officer responsible for effecting the decision:

Chief Officer (Regeneration & Planning)

Reasons for making the decision:

The establishment of Cabinet Liaison Groups assists the Cabinet in the discharge of executive functions. The decision will enable the Museums Cabinet Liaison Group to contribute to the Corporate Priority of Sustainable Economic Growth and, in particular, the success measure: - “Complete a detailed feasibility study of the potential to improve the quality and sustainability of the City’s museums.”

24 CANAL CORRIDOR NORTH DUKES CAPITAL SCHEME DEVELOPMENT

(Cabinet Members with Special Responsibility Councillors Hanson & Clifford)

Cabinet received a report from the Chief Officer (Regeneration & Planning) which advised Cabinet of progress regarding the development of the proposed Dukes capital scheme, as part of Canal Corridor North, and to consider a role for the Council as applicant and accountable body for Arts Council England funding.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

	Option 1: The Council acts as accountable body for a new arts and cultural venue as part of the CCN scheme, subject to conditions	Option 2: The Council does not act as accountable body for a new arts and cultural venue as part of the CCN scheme.
Advantages	Improved chance of a successful application for ACE funding	Resources to manage the Council’s accountable body role, not required

	<p>Development of a new cultural partnership, influencing and providing leadership for the future development of arts and culture in the district</p> <p>Subject to funding, the potential development of a creative hub in the city, generating new ideas and practices, representing a step change in cultural provision</p> <p>Subject to funding, a potentially positive impact on the wider CCN development in terms of attractiveness, footfall and tenant interest</p> <p>Subject to funding, significant potential economic impact for the city and the district</p> <p>Subject to funding, improved long term sustainability of a new operational model</p>	<p>No direct risks associated with the responsibilities for external funding</p> <p>Allows any other possible options to be considered</p>
<p>Disadvantages</p>	<p>Staff resources are required to manage the accountable body role and to play an active role in the development of the Stage 1 bid and detailed proposals for a potential Stage 2 application</p>	<p>Chances of a successful application for ACE funding significantly reduced</p> <p>Increased likelihood that the Dukes scheme, as it stands, cannot be delivered</p> <p>Lost opportunity to influence a transformational change in arts and culture provision in the city and to ensure economic and social outcomes are achieved</p> <p>Lost opportunity to significantly improve sustainability of the longer term operational model</p> <p>Lost opportunity to develop a unique, creative and influential partnership to develop the creative potential of the city and</p>

		beyond, providing leadership across the sector
Risks	Headline accountable body risks are covered in Annex B	Increased to the CCN scheme as a whole, in terms of the potential loss or reduction in quality of the planned cultural venue

The officer preferred option is Option1.

The report proposes that the Council acts as accountable body, subject to conditions, for a Stage 1 (development phase) application to ACE for a new cultural venue in Lancaster. As part of the CCN development, this would allow plans to be developed for a creative hub for the Dukes, Ludus Dance, Lancaster University cultural and learning activities and, potentially, other cultural partners. The key issues relating to the accountable body role are detailed and discussed at Annex A.

The Council has the responsibility to ensure that proposals are right for the district, are deliverable and achieve the right results. Acting as the Local Authority, the Council has an interest in ensuring that value is added to the wider CCN scheme, economic and social outcomes for the city and the wider district are achieved and a more sustainable financial and operational model is developed. The Council's direct role as a strategic partner and as accountable body places it in a good position to support the development in a way that ensures the maximum benefits are achieved.

The Chief Officer (Regeneration and Planning) advised Cabinet that a Stage 1 application would draw out the full business case for a cultural venue and at that stage the council would have to look very carefully at the risks it might face and over what period of time if it were to commit to longer term support for the venture.

While there are no guarantees that a funding application at Stage 1 will be successful, all indications are that the Council acting as accountable body and lead applicant, on behalf of the partners, will provide ACE with reassurance.

Councillor Hanson proposed, seconded by Councillor Clifford:-

"That the recommendations, as set out in the report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That the Council acts as lead applicant and accountable body for a Stage 1 (development phase) application to the Arts Council England, Large Capital Grants scheme, to support development of detailed proposals for a new cultural venue within the Canal Corridor North (CCN) development, subject to Recommendation 2 below.
- (2) That the Council ensures that quality and potential impact of the proposals for

the new cultural venue are sufficient to deliver overall benefits for the Council, the wider CCN scheme, the local economy and quality of life in the district, whilst also ensuring that all management, monitoring and delivery arrangements are acceptable.

- (3) That, in order to ensure that a Stage 1 application can be submitted by the due date, the final decision on the extent to which conditions (as detailed in Recommendation 2) are met, is delegated to the Chief Executive, in consultation with the Section 151 Officer and Portfolio Holders.

Officers responsible for effecting the decision:

Chief Executive
Chief Officer (Regeneration & Planning)
Chief Officer (Resources)

Reasons for making the decision:

The decision is consistent with the Corporate Priority “Sustainable Economic Growth” and supports the following outcome and success measure:

- The attractiveness and offer of the district as a place to visit or invest in will be improved;
- Enhance Lancaster’s urban centre through investment in the built environment, heritage assets and the public realm.

25 CHARGING FOR GREEN WASTE

(Cabinet Member with Special Responsibility Councillor Hughes)

Cabinet received a report from the Chief Officer (Environment) which set out the current position with regards to the opt-in subscription proposal for green waste collections.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

Risk	Comments
Low take up levels impact on the wider budget	<p>This is a significant risk.</p> <p>The attached sensitivity analysis shows that a 53.5% take up would achieve the required income to meet the 2017/18 budget.</p> <p>Information from Wyre shows a 53% take up is achievable.</p> <p>It is estimated that 58,000 households currently have access to the green waste scheme (this is the audited</p>

	<p>figure that we use to claim cost sharing from the County Council).</p> <p>Until the scheme is up and running the actual budgetary impact will not be known. Once up and running it will be closely monitored and fed into wider budgetary considerations.</p> <p>At this stage information on the potential take up scenarios is best shown in the form of a range of take up scenarios from 40-60%. (Note income on 18/19 assumes a £40 per container per year charge).</p> <p>Assumptions have also been made as to the amount of households that will sign up to the service in this financial year and the first 3 months of the next in order to take advantage of the 15 months for the price of 12 offer.</p> <p>If take up is lower than currently budgeted for it simply means that officers will need to provide further options to balance the budget.</p> <p>In terms of maximising take-up the following is in place-</p> <ul style="list-style-type: none"> • Incentivised pricing (initially 15 mths for price of 12) • Comprehensive communications plan (including leaflet to every household providing information on the scheme) • Online as preferred method of ordering / paying
<p>Customer Services are swamped with initial demand</p>	<p>All information will highlight the best way to order / pay for the service is online.</p> <p>If householders want to contact the Council by other means (telephone / face to face) there will be means of doing so and plans have been put in place to manage this. However, until</p>

	<p>the scheme is launched the amount of people who want to contact the Council directly will not be known.</p>
Issues arise that delay implementation	<p>The different aspects of the process needed to operate the scheme are currently at different stages of development. A problem with one key part of the process could still delay the scheme.</p> <p>An option would be to delay implementation of the scheme until April 2017. However, this would clearly have a further financial impact in this year.</p> <p>A further report would be brought back to Cabinet were this risk to materialise.</p>
Consequent risks	<p>These include-</p> <ul style="list-style-type: none"> • Reduced overall % of recycling in the District. • Increased fly tipping • County Council as waste disposal authority significantly shift policy (eg introduction of a gate fee for green waste) <p>The introduction of charging for green waste whilst new to Lancaster City Council has been in place in many Councils across the country for some time now. So whilst it is new to us it is not something that hasn't ever been done before. This doesn't mitigate the risks but it does provide assurance that any problems will already have been encountered by others and therefore best practice can be found to help solve any such consequences.</p>

In order to allow for forward planning and future budget projections Cabinet are however requested to agree that in principle the contribution to the service in 2018/19 will be £40 per container per year. There will be the opportunity to review this, in light of actual performance of the service, ahead of 2018/19.

OPTION 1- to agree that in principle the contribution to the service for 2018/19 will be £40 per container per year.

OPTION 2- that Cabinet proposes a different level of contribution for 2018/19.

The Officer preferred option is Option 1.

Councillor Hughes proposed, seconded by Councillor Whitehead:-

“That the recommendations, as set out in the report, be approved.”

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet notes the report, the charges for opt in green waste collection scheme, the communications plan, key facts and estimated financial projections for future years.
- (2) That Cabinet notes that the proposed pricing structure has been developed to maximise early uptake but retaining a balance between affordability for residents and meeting budgeted income targets.
- (3) That Cabinet notes that the charges will be:
 - Discount rate of £30 for sign up before 31 March 2017.
 - Rate of £37.50 for 16/17 if signed up after 1st April 2017.
- (4) That Cabinet agrees a charge of £40 in 2018/19 (subject to performance reports put before Cabinet).
- (5) That progress on the actual performance and take-up of the service is reported in future reports to Cabinet to inform future charging policy.

Officers responsible for effecting the decision:

Chief Officer (Environment)

Reasons for making the decision:

Council have already agreed that this scheme should commence. The report provides key details of the scheme, progress and highlights the key risks going forward. The on-going position will be monitored and future updates reported to Cabinet as part of the monthly updates on savings and growth approvals.

26 CLEAN AND GREEN PLACES : WEED CONTROL

(Cabinet Member with Special Responsibility Councillor Hughes)

Cabinet received a report from the Chief Officer (Environment) which provided Cabinet with a proposal to reintroduce cyclical weed spraying.

The options, options analysis, including risk assessment and officer preferred option,

were set out in the report as follows:

Option 1 - to instruct officers to work with County to resume cyclical weed spraying for the 2017 growing season, within existing budgets.

Option 2 - to instruct officers to deal with this issue in a different way.

The officer preferred option is Option 1.

There is currently a 'Public Realm Agreement' in place with Lancashire County Council in which the latter contribute an annual amount towards the City Council's delivery of various activities on their behalf. Such activities include grass cutting and tree/hedge maintenance but also previously included the treatment of weeds. In 2015/16 the County Council's contribution amounted to £167K plus £16K for leaf clearance, which has subsequently been reduced to £138K in 2016/17 following a County decision to reduce their contribution. As detailed in the report, recent discussions have taken place with the County Council and cyclical weed spraying will resume in 2017/18. This will involve some redirection of funds away from other activities covered by the agreement. Any in-house operational changes for the City Council will be managed within existing budgets.

Councillor Hughes proposed, seconded by Councillor Leyshon:-

Councillors then voted:-

Resolved unanimously:

(1) That cyclical weed spraying be reintroduced.

Officer responsible for effecting the decision:

Chief Officer (Environment)

Reasons for making the decision:

The decision is consistent with the City Council's Clean and Green Corporate Priority. The City Council has a role in ensuring that the public realm of the District is managed and maintained in the way that residents would generally want it to be. The reintroduction of cyclical weed spraying will improve the appearance of the District.

27 2016/17 BUDGET SAVINGS MONITORING - UPDATE TO 30 SEPTEMBER 2016

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Officer (Resources) which provided an update on the budgeted net savings approved as part of the 2016/17 budget.

No options were presented as the report was for commenting and noting. Particular reference was made to Energy Efficiency Works, Litter Enforcement and Cashless Parking.

Resolved unanimously:

- (1) That the report be noted.

Officer responsible for effecting the decision:

Chief Officer (Resources)

Reasons for making the decision:

At its meeting on 6 September 2016 Cabinet requested that updated information on the General Fund 2016/17 Approved Savings and Growth Monitoring be provided for each Cabinet meeting.

Chairman

(The meeting ended at 6.45 p.m.)

**Any queries regarding these Minutes, please contact
Liz Bateson, Democratic Services - telephone (01524) 582047 or email
ebateson@lancaster.gov.uk**

MINUTES PUBLISHED ON FRIDAY 7TH OCTOBER, 2016.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
MONDAY 17TH OCTOBER, 2016.**