



Committee: CABINET

Date: TUESDAY, 17 APRIL 2012

Venue: LANCASTER TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 13 March, 2012 (previously circulated).

3. **Items of Urgent Business Authorised by the Leader**

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. **Declarations of Interest**

To consider any such declarations.

5. **Public Speaking**

To consider any such requests received in accordance with the approved procedure.

Reports from Overview and Scrutiny

None

Reports

6. **Corporate Plan 2012 - 2015 (Pages 1 - 18)**

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Head of Community Engagement

7. **Exclusion of the Press and Public**

Members are asked whether they need to declare any further declarations of interest regarding the exempt reports.

Cabinet is recommended to pass the following recommendation in relation to the following items:-

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members are reminded that, whilst the following items have been marked as exempt, it is for the Council itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and should balance the interests of individuals or the Council itself in having access to information. In considering their discretion Members should also be mindful of the advice of Council Officers.

8. Land to the rear of 56 - 67 St Georges Quay, Lancaster (Pages 19 - 27)

(Cabinet Members with Special Responsibility Councillors Hamilton-Cox and Leytham)

Report of Head of Property Services and Head of Regeneration and Policy

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Tim Hamilton-Cox, Karen Leytham, Ron Sands and David Smith

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Services - telephone (01524) 582047, or email ebateson@lancaster.gov.uk.

(iii) Apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
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Published on Tuesday, 3 April, 2012.

CABINET**Corporate Plan 2012 - 2015****17 April 2012****Report of Head of Community Engagement**

PURPOSE OF REPORT			
This report is to seek Cabinet approval of the draft Corporate Plan for the 3 year period 2012 to 2015 and to request that Cabinet recommends the Corporate Plan to full council for formal approval in May.			
Key Decision	<input checked="" type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
			Referral from Cabinet Member
Date Included in Forward Plan	January 2012		
Project Appraisal Undertaken	N/A		
This report is public			

RECOMMENDATIONS OF THE LEADER OF THE COUNCIL

It is recommended that:

- (1) **Cabinet approves the draft Corporate Plan 2012 - 2015**
- (2) **The draft Corporate Plan for 2012 – 2015 is recommended to council for consideration at its meeting in May 2012**

1. Introduction

- 1.1 The Corporate Plan brings together the council's strategic priorities, actions and outcomes that it wishes to deliver in the medium term. The actions identified in the Corporate Plan drive the allocation of resources that are included in the council's medium term budgets, capital programme, HR Strategy, IS Strategy and Medium Term Corporate Property Strategy as well as the related service business plans.
- 1.2 The Corporate Plan forms part of the Policy Framework and, as such, must ultimately be approved by Council.
- 1.3 It is important that the council is able to adapt to changes in a planned and considered way and, to facilitate this, the Corporate Plan is refreshed annually in the context of changing needs and aspirations in the district, financial forecasts and desired council tax targets and any other relevant resource implications.
- 1.4 Following Cabinet's approval of the Priorities and Actions for 2012 – 2015 at its meeting in February (minute 93 refers), this report is now presented to allow members to consider the full draft version of the Corporate Plan for the period 2012 to 2015, in the light of current priorities and challenges as well as the outcomes the council wishes to achieve for the benefit of the district.

2. Proposal Details

- 2.1 The draft Corporate Plan for 2012 – 2015 is attached at Appendix A for Cabinet members' consideration.
- 2.2 At its meeting in February 2012, Cabinet agreed four Priorities with supporting actions for the Corporate Plan 2012 – 2015. The Priorities are:
- Economic Growth
 - Health and Well Being
 - Clean, Green and Safe Places
 - Community Leadership
- 2.3 In addition, Cabinet agreed that three cross cutting themes should underpin the Corporate Plan:
- Working together in Partnership
 - Managing the Council's Resources
 - Environmental Sustainability
- 2.4 Separately, Cabinet members have been consulted on the proposed "Take Pride" initiative that has been developed to increase people's sense of pride in their district and themselves and take an active role in contributing to their communities. Following these discussions Take Pride has been introduced as a thread that runs through the Corporate Plan.

3. Details of Consultation

- 3.1 The council undertook comprehensive engagement work with local groups and communities in autumn 2011 in order to inform the strategic planning process.

4. Options and Options Analysis (including risk assessment)

- 4.1 **Option 1** - Approve the draft Corporate Plan as presented or to approve with minor amendments. Assuming no significant impact on resources and forward planning arrangements minor amendments can be managed without interruption to the strategic planning cycle and the Corporate Plan can be submitted for consideration by full council in May.
- 4.2 **Option 2** - Corporate Plan not recommended to Council at this stage. This option is likely to lead to delays in publication of the Corporate Plan leading to uncertainty regarding the council's intentions and possible interruptions to delivery of some services or activities.

5. Officer Preferred Option (and comments)

- 5.1 The Officer preferred Option is **Option 1** as this will underpin council activities as well as business and resource planning from an early point in the municipal year. In addition, local residents, communities and partners will be clear about the council Priorities, Actions and the Outcomes it wishes to achieve for the next three year period.

6. Conclusion

- 6.1 The Corporate Plan is a central part of the council's Policy Framework stating the key priorities, the actions that are necessary to deliver the priorities and the outcomes that the council hopes to achieve for the district.
- 6.2 The council's strategic planning arrangements create an opportunity each year to consider the changing needs and aspirations of local communities and shifting priorities, opportunities and challenges and to refresh the Corporate Plan to reflect these. The draft Corporate Plan for 2012 – 2015 has been developed taking into account the additional fourteen priority areas recommended by Cabinet, feedback from engagement workshops and the draft budget information and options set out in the Budget and Policy Framework Update.

RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Plan is a central part of the policy framework stating the key priorities, the actions that are necessary to deliver the priorities and the outcomes that the council hopes to achieve for our district over the next three years.

CONCLUSION OF IMPACT ASSESSMENT

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

The Corporate Plan is complementary to key policies as required. The council may have responsibilities in relation to some activities may but these are managed in detail at service delivery level.

LEGAL IMPLICATIONS

None directly arising as a result of this report

FINANCIAL IMPLICATIONS

The Corporate Plan 2012 - 2015 needs to be considered in the context of the approved budget and Medium Term Financial Strategy. As far as possible, the proposed Plan fits with this financial framework although it is expected that further savings will need to be made from 2013/14 onwards. In turn, this may require future changes to the Plan and the need for these would be considered in future budget and corporate planning exercises.

That said, clearly there is still much uncertainty surrounding the medium to longer term financial outlook for the Council, in light of Government's Resource Review and other changes etc.

Should Cabinet wish to consider any significant changes to the proposed Plan, if these are likely to have resource implications then it would be necessary to report back on such matters, prior to the Plan being referred on to Council for final approval.

OTHER RESOURCE IMPLICATIONS

Human Resources: None at this stage although the council's workforce planning needs to be aligned with the Corporate Plan.

Information Services: No additional requirements for ICT support at this stage but the council's IS Strategy will need to be aligned with actions identified in the Corporate Plan in due course.

Property: No additional implications at this stage although the council's Medium Term Corporate Property Strategy will need to be aligned with the Corporate Plan in due course.

Open Spaces: None as a direct result of this report.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Corporate Plan working papers / Cabinet
Feb 2012

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Corporate Plan 2012-15

Contents

Our Core Purpose, Values and Vision

Page 3

What's important

Page 4

Our Priorities

Page 4

Key Supporting Themes

Page 6

Our Priorities in Detail

Page 7

Economic Growth

Page 7

Health & Wellbeing

Page 8

Clean, Green & Safe Places

Page 9

Community Leadership

Page 10

Our achievements 2011/12

Page 11

TO BE CONFIDENTIAL

3 Our Core Purpose, Values and Vision

Our Core Purpose

The role of the council is to:

- Provide the democratic leadership, with high ethical standards, needed to help the district address the major issues facing it
- Bring communities and agencies together to work in partnership to address the major issues affecting the district
- Provide a range of customer focused services that offer value for money and meet the needs of people who live, work and visit the district
- Maintain a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities

Our Values

Our values state clearly and simply what the council stands for and wants to be known for. They are:

Leading our communities: We will bring communities together to deal with the major issues facing us and work with our partners to deliver real improvements to the quality of life of those in our district

Providing value for money: Ensuring that the council's limited resources are used in the most cost effective manner to deliver our approved priorities and agreed standards of service

Putting our customers first: Our customers are at the heart of what we do. We will listen to, respect and value their views, using them to shape our services

Maintaining a skilled and professional workforce: We are proud of our skilled and professional employees. We want our people to feel supported, valued and proud to serve our communities and be our ambassadors in the community

Our Vision

“By promoting city, coast and countryside, we will secure a safe and prosperous community that’s proud of its natural and cultural assets and provides lasting opportunities for all.”

In Morecambe, this means a vital and vibrant seaside resort recognised for its tourism offer in an exceptional natural setting with a sustainable economy and a stable resident community.

In Lancaster, this means being recognised as an important University city with an envied quality of life, strong economic opportunity and rich heritage.

In our countryside this means a sustainable quality of life that protects communities and landscapes while providing the economic opportunity to flourish.

The council has four priorities for 2012-2015. These are:



Economic Growth

Lancaster district has exceptional opportunities to develop its economy, particularly relating to energy, including nuclear and renewable energy; the Knowledge sector developing around the Lancaster's two universities; and the Visitor Economy, capitalising on the district's outstanding culture, heritage and entertainment offer, its beautiful coastline and stunning natural landscapes.

The council's actions for the next three years will develop these opportunities and help to secure economic benefits through new jobs and business growth. This will include support for new energy and transport infrastructure and the nuclear nomination for Heysham. Work to improve the attractiveness and function of central Morecambe will be underway and Lancaster's heritage assets, public spaces and retail offer will be targeted for further improvement. The district's rural areas will improve the focus of their tourism identities. A range of high impact festivals and events will provide economic opportunities across the district.

Health & Wellbeing

A range of actions to support the positive health and wellbeing of residents in the district have been identified. This includes continuing work to improve the quality and availability of housing, including the improvement of council housing stock, housing renewal, particularly in the West End of Morecambe, and improvements in the private rented sector. As part of the statutory planning process, the council will allocate land for housing purposes and will seek opportunities to include new affordable housing as part of development plans.

The council will play an important role in influencing health and wellbeing outcomes and services in the district by working to develop strategic partnership arrangements in the district and linking to new statutory sub regional structures. The council will also take action to improve health, for example, by providing access to sports and leisure activities and supporting measures to keep vulnerable people warm in their homes. Positive actions will also be undertaken to tackle homelessness and rough sleeping in the district, and respond to planned welfare reforms.





Clean, Green & Safe Places

Lancaster district as a place has much to offer and to ensure that it maintains and builds upon its reputation of being clean, green and safe, the council will to encourage local communities and individuals to *Take Pride* in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

The council will undertake activities to increase levels of recycling and composting and to support the creation of more allotment plots. Our streets will be safer as a result of Working Together with partners and communities to deliver a range of community safety initiatives. The council is committed to tackling the challenges of climate change by focusing on reducing the council's own energy costs and increasing income. Further energy efficiencies and reductions in carbon emissions will be achieved by delivering improvements to the council's buildings and vehicles as well as use of solar photovoltaic to reduce energy usage and create income.

Community Leadership

The council continues to face up to the challenges presented by the current economic climate by placing an increased emphasis on the things that matter most to the people of the district. Public accountability and openness is vital if local communities are to have trust and confidence in the council. As community leaders, we are committed to working with all those who can help us to have a positive impact on life in the district, such as the county council, police, fire, education, health, private companies, voluntary organisations and community groups. This will help us to support our key partnerships to ensure they are really effective and can deliver the outcomes the district needs.

The role of our ward councillors will be vital in engaging with communities and working with community groups and individuals to make a difference through a wide range of initiatives in local areas. Community pride is a key theme that has emerged from our local engagement work and the council wishes to support local groups and communities to become involved locally, improving where they live in many ways so that they can *Take Pride* in their local areas and the communities around them.

The council will work with partners to achieve efficiencies and protect the services that matter by taking a joint approach where this is effective. Support for voluntary, community, faith and arts and culture groups has continued in 2011/ 2012 and the council wants to continue to work with these sectors in the future to consider how together we can ensure important services for the district are delivered.

The intention to protect the most vulnerable in our society will be a thread that runs through all the above priorities.



What's important: Key Supporting Themes 6

The following themes underpin our stated Corporate Priorities:

Working Together in Partnership

It is recognised that the council is working together more and more with partners, with the community as well as internally across the council. This has become an important way of doing business and is likely to be crucial in delivering local services efficiently, effectively and sustainably in the future. In this context it can be seen that **Working Together in Partnership** is an increasingly important way of working that cuts across all operational areas and service delivery.

Managing the Council's Resources

Given current budgetary and resource pressures and the potential for this pressure to increase in the coming years, it is more important than ever that the council can manage its operations and its resources efficiently and effectively but also that local communities feel they can trust the council to do this well. This means getting the most from council assets and resources, maximising the potential of staff, increasing income, reducing waste and improving effectiveness without raising costs. **Managing the Council's Resources** effectively is important in delivering all operational areas and service delivery.

Environmental Sustainability

In delivering its services the council will take advantage of opportunities arising from **Environmental Sustainability** to ensure that the Council minimises its use of energy, promotes sustainable energy generation, uses local businesses and resources where possible, has high environmental standards and promotes the use of green jobs in the district.



Outcomes	Success Measures	Actions
<ul style="list-style-type: none"> Local authority partners will be working together to develop plans for economic growth linked to nationally important energy and transport infrastructure Employment opportunities will be created by development of energy infrastructures including offshore wind; renewables and bio-mass More tourists coming to the district and tourist income is maximised The attractiveness of the district as a place to visit will be improved The district's cultural, retail and tourism offer will be improved Lancaster District will be recognised as a visitor destination The district's local heritage will be protected and improved to achieve national recognition 	<ul style="list-style-type: none"> The activities agreed in the Planning Performance Agreement for the National Grid will be delivered Number of offshore wind; renewables; bio-mass initiatives supported Visitor spend increased Visitor numbers increased Visitor enquiries increased Number of heritage assets improved Increase in the number of people participating in arts, culture and entertainment events in the district Increase the number of apprenticeships Increased participation in local entertainment and community events Establish a framework to withdraw from the Lancaster Market operation, whilst providing appropriate support for traders 	<ul style="list-style-type: none"> Develop and deliver planned elements of the Project Management Plan for the national grid infrastructure project Develop clear land allocation and development management policies for Heysham 3 Promote offshore wind, renewable energy and bio mass opportunities in the district Work with the private sector to develop proposals for Lancaster Canal Corridor Work with strategic partners to bring forward proposals for Lancaster Science Park Continue to deliver Lancaster Square Routes scheme Prepare and agree an Area Action Plan for central Morecambe Develop proposals for Connecting the Heysham Gateway Develop a Community Infrastructure Levy (CIL) Framework Continue to develop and market Happy Mount park as a key visitor attraction Develop retail and visitor service provision at Williamson's Park Work with partners to develop and deliver events and festivals throughout the district Support arts in the district working with the Arts Partnership Produce a brand development plan for the district Complete the review of the Museums Partnership Work with the Duchy to consider options for the long term use of Lancaster Castle Develop the districts tourism offer guided by the Cultural Heritage Strategy Work in partnership to develop and deliver a tourism marketing plan for the district and its attractions, particularly focussed on staying visitors Develop and deliver a campaign to encourage film and broadcast companies to the district Commence delivery of Townscape Heritage Initiative 2 Develop apprenticeship programmes Undertake a financial appraisal relating to the surrender of Lancaster Market Work with the landlord to secure an alternative, affordable future for the Lancaster Market building

Health & Wellbeing

Outcomes	Success Measures	Actions
<ul style="list-style-type: none"> • The quality of life of local residents will be improved by access to good quality housing • Health and well being improved and mortality rates reduced for vulnerable people in the district • The health & wellbeing of local residents of all ages will be improved by participation in sports and leisure activities • Public participation and accountability relating to provision of local health services will be increased • Impact of welfare reforms managed well to avoid any unnecessary impact on local communities 	<ul style="list-style-type: none"> • Number of improved homes • Number of new homes • Increase in the number of affordable homes • Reduction in number of homeless people in the district • Reduction in number of people sleeping rough in the district • Number of vulnerable individuals benefiting from Warm Homes initiatives • Numbers of residents (and visitors) participating in sports and leisure activities • A health and well being strategy for the district will be in place and agreed by Dec 2012 • Percentage of council houses that meet Decent Homes Standard • Increase in take up of health and leisure services • Readiness for changes in welfare reforms 	<ul style="list-style-type: none"> • Planning for sufficient, good quality housing across the district • Deliver social and affordable housing schemes • Complete housing schemes in the West End • Deliver improvements in private sector housing via enforcement and support • Bring empty properties back into use • Deliver the council housing planned maintenance and capital programme • Undertake measures to tackle homelessness • Work with the voluntary sector to reduce rough sleeping in the district • Deliver effective environmental health services • Provide leisure and entertainment facilities • Develop strategic Health and Well Being arrangements in the district • Work with public sector partners to deliver health and leisure activities for children and young people and older people • Through the Take Pride campaign and taking of the Olympic year, raise the profile and importance of involvement in sport and leisure activities • Work with partners to prepare for Government's welfare reforms

Outcomes	Success Measures	Actions
<ul style="list-style-type: none"> • CO2 emissions from council activities will have reduced • Council's energy usage will have reduced • Council will generate income from energy, including feed-in tariffs • Income generated through climate change mitigation and adaptation projects for reinvesting into the invest-to-save fund • Our streets and public spaces are clean • Our district is safe • Residents will have pride in their local area 	<ul style="list-style-type: none"> • Annual reduction in carbon emissions from the Council's operations of 3.4% towards 80% cut by 2050 • Reduce energy usage across Lancaster City Council owned buildings • Increased average Standard Assessment Procedure (SAP) rating in council housing homes • Increased % of household waste re-used, recycled or composted • Increase income from energy recycling projects • Increase in the number of allotment plots in the district • Improved perception of people who live in, work in or visit the District that streets and public spaces are clean and safe • Increased number of diversionary activities for young people 	<ul style="list-style-type: none"> • Implement energy efficiency measures for Council buildings, housing and vehicles • Deliver the objectives of the Lancashire Waste Strategy 2008 – 2020 to increase amount of household waste re-used, recycled and composted • Deliver Grey/Green Fleet Review actions • Deliver energy efficiency works at Salt Ayre Sports Centre • Complete council buildings improvement programme • Consider how best to manage the council's future energy requirements • Deliver opportunities arising from Government "green deal" scheme, including feed in tariffs • Deliver the Lancashire Waste Strategy • Work with partners to deliver services that keep our streets clean and safe • Support the provision of more allotment plots • Fund Police and Community Support Officers (PCSOs) for 2012/13 • Improvements to parks and open spaces • Deliver diversionary activities for young people • Implement agreed actions for public realm with an emphasis on street cleansing and improvement of open spaces • Deliver the energy efficiency measures within the planned and capital programme for council housing • Through Take Pride and marketing activity, increase awareness of social responsibility and opportunities to contribute to our clean, green and safe places

Outcomes	Success Measures	Actions
<ul style="list-style-type: none"> • Increased participation • Better understanding of communities and needs so services that matter most to our communities will be prioritised • Efficiency savings and service improvements will be achieved through joint working and shared services • The voluntary, community and faith sector (VCFS) will have capacity to deliver services for the district • The Children's Trust, Community Safety and the Arts and Culture partnerships will be in place and working effectively • Local communities will be actively working with partners to improve where they live, in ways that matter to them • Citizens access to public sector services will be improved • Council's financial standing maintained to support future service delivery and planning 	<ul style="list-style-type: none"> • % local residents satisfied with council services • Savings/efficiencies and service improvements achieved through: shared services/joint working; online service delivery; and other measures • VCFS partnership working arrangements are agreed and in place • Council Tax and Non Domestic Rates as % of Council Tax/ NDR due • Work with partners to increase income from climate change initiatives and projects • Increased number of community developed projects delivered • Increased number of Councillors undertaking training/development in community leadership • Robust and tested arrangements are in place for emergency planning • Increase levels of online engagement with local citizens • Balanced budget set for 2013/14 with no more than 3.5% increase in council tax • Clean bill of health given through Annual Governance and audit reviews • Future years financial strategy set, in light of Government's planned finance changes 	<ul style="list-style-type: none"> • Review the council's use of customer insight to inform and shape services and create efficiencies • Develop and implement 2012 engagement plan in partnership, where appropriate, to inform member decision making • Review local tax collection and recovery arrangements in response to welfare reforms and BID proposals • Determine future arrangements for IT service provision • Consider the implications of Council tax, benefits and business rates proposals • Work with partners to support the Children's Trust Board and partnership and develop a Children and Young People's Plan for the district • Continue development of a single customer service function • Implement and develop shared Property Service with Lancashire County Council • Work to develop the resilience and capacity of the VCFS to deliver sustainable local services • Work with public sector partners to deliver a range of innovative approaches to communicate and engage with our communities • Develop a programme around the community leadership role of councillors • Ensure our key partnerships are working effectively • Support Community Safety Partnership and new arrangements around Police and Crime Commissioners (PCC's) • Work to develop resilience and capacity in the Voluntary Community and Faith Sector (VCFS) • Maintain resilience in emergency planning • Meet all accountability and transparency requirements • Through Take Pride and marketing activity, increase awareness of social responsibility and opportunities to contribute to their communities and the district as a whole • Work to develop increased online service delivery options and engagement via social media • Work with public sector partners to communicate key messages and information locally

Despite significant constraints and challenges, the council has continued to provide good, value for money services that put the community at the heart of everything we do. Through strong leadership, the past year has given us a good foundation to build on as we continue to transform the way in which we deliver public services. Some highlights of our achievements in the last year are set out below, illustrating just a few of the ways in which the council has made a positive difference.

- Commenced a scheme to install solar panels on council owned buildings as part of a wider programme aimed at reducing energy bills and generating income by being more energy efficient
- Reduced the amount of rubbish going to landfill and increased the amount of household waste that is recycled or composted
- With our partners, undertook our 'Clean Sweep', 'Street Pride', 'Community Payback' and 'Just Bin It' schemes
- Worked with other councils and partners to share the services we provide and make them more cost effective. In particular, a joint Revenues and Benefits service was established with Preston City Council
- Listened to what our residents have to say through public consultations, workshops and drop-in events across the district which is helping to shape the services we provide now and in the future
- Provided more choice for people looking for affordable housing through our new Choice Based letting scheme and Housing Options Service
- Supported the work of Voluntary, Community and Faith Sector (VCFS) groups and developed positive relationships with diverse and emerging communities and local businesses
- Achieved budget savings to retain the broad range of services we provide with no increase in council tax levels
- Received Green Flag awards for standards of excellence in public spaces
- Commenced the Lancaster Square Routes project aimed at rejuvenating the City Centre and continued working to identify opportunities that could make a lasting contribution to the regeneration of Morecambe
- Our Visitor Information Centre (VIC) in Morecambe won National VIC of the Year Award
- Our website was voted as one of the top 20 most effective in the UK
- Improved Williamson Park's facilities and organised a number of festivals and events attracting visitors to the district and providing entertainment to our residents
- Worked in partnership to continue running community pools in Heysham, Carnforth and Hornby



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

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