



# LANCASTER CITY COUNCIL

*Promoting City, Coast & Countryside*

Cabinet

Tuesday, 29<sup>th</sup> March 2016

The following report was received too late to be included on the main agenda for this meeting and was marked 'to follow'. It is now enclosed, as follows:-

<b>Agenda Item Number</b>	<b>Pages</b>	<b>Title</b>
7	1 - 30	CORPORATE PLAN 2016 – 2020.

<b>CABINET</b>
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## Corporate Plan 2016 - 2020

29 March 2016

### Report of Chief Executive

PURPOSE OF REPORT			
This report is to enable Cabinet to consider the draft Corporate Plan 2016 – 2020 with a view to recommending the Corporate Plan to Council for approval.			
Key Decision	<input checked="" type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Cabinet Member	<input type="checkbox"/>
Date of notice of forthcoming key decision	29 March 2016		
This report is public			

#### RECOMMENDATION OF THE LEADER OF THE COUNCIL

- (1) That Cabinet considers the draft Corporate Plan 2016 – 2020 and makes recommendations to full Council

#### 1 Introduction

- 1.1 The Corporate Plan sets out the role of the council – *Our Core Purpose* and *Our Vision* for the district, sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework. The Corporate Plan also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.
- 1.2 In the last few years, the corporate priorities have remained largely the same, whilst the focus of the priorities has narrowed as resources have reduced.
- 1.3 In February 2014, Council approved that the priorities be underpinned by an ethos of an 'Ensuring Council' – a model of local government developed by the Association of Public Service Excellence (APSE) – which is consistent with the way the council has developed over the last few years and also supports the delivery of the *Vision* for the council agreed in July 2013.
- 1.4 In approving the budget for 2016/17 and plans for future years, Cabinet acknowledged that the focus of any budget and planning proposals would be to redefine and reduce activities against existing priorities, rather than any fundamental changes being developed.
- 1.5 Cabinet has recognised that the major financial challenges and reductions in Government funding that still lie ahead will have a significant impact on the delivery of each of the council's priorities going forward. Cabinet also acknowledged that the budget decisions of other authorities (Lancashire County Council, Fire Service and Police and Crime Commissioner) and other stakeholders will have major direct implications for the district, with knock on consequences for the council in the delivery of its own services.

#### 2 Proposal Details

- 2.1 It is important that the council is able to adapt to changes in a planned and considered way. 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 other relevant resource implications.

- 2.2 The outcomes and measures identified in the Corporate Plan 2016 – 2020 have been shaped and informed by the allocation of resources included in the council’s budget and Medium Term Financial Strategy and other strategies and planned priorities.
- 2.3 In reviewing and refreshing the draft Corporate Plan other measures of progress have been identified that will be tracked to provide a more detailed understanding of the factors that may have an impact on achieving corporate priorities. Provision has also been made for any:
- legislative and regulatory changes;
  - national policy changes and funding prospects;
  - changing needs of the district, its citizens and visitors;
  - recent performance and experience, and;
  - local views and perceptions
- 2.4 Subject to consideration by Cabinet the draft Corporate Plan will be completed and presented to full Council on 13 April 2016.
- 2.5 An equality impact assessment has been produced, and is appended to this report, setting out matters that may have an impact on members of the community, in particular, people from protected groups and where data and information has informed the development of the 2016 – 2020 Corporate Plan.

### 3 Details of Consultation

- 3.1 Consultation and engagement on a number of key council activities have been undertaken throughout 2015/16. Along with more general consultation including customer satisfaction surveys, these have helped to inform the strategic planning and decision making process and are reflected in the draft Corporate Plan.

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

	<b>Option 1: Recommend to Council the draft Corporate Plan as presented or recommend with minor amendments</b>	<b>Option 2: Corporate Plan not recommended to Council at this stage</b>
<b>Advantages</b>	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	A revised Corporate Plan will reflect any significant changes recommended by Cabinet
<b>Disadvantages</b>	None identified	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 and activities

	<b>Option 1: Recommend to Council the draft Corporate Plan as presented or recommend with minor amendments (continued)</b>	<b>Option 2: Corporate Plan not recommended to Council at this stage (continued)</b>
<b>Risks</b>	Objectives and funding may change during the year that will have an impact on needs, aspirations, financial forecasts and other resource implications	May have an impact on the strategic direction for the delivery of council services and the achievement of corporate priorities. The budget has been approved in line with the priorities set out in the Corporate Plan and significant changes at this stage may have budget implications that would need to be considered further

**5 Officer Preferred Option (and comments)**

- 5.1 The Officer preferred Option is Option 1 as this will underpin council activities, business and resource planning from an early point in the municipal year. Additionally, local residents, communities and partners will be clear about the priorities and outcomes the council wishes to achieve in the coming three years.

**6 Conclusion**

- 6.1 The Corporate Plan is a central part of the council’s Budget and Policy Framework stating the key priorities, outcomes and measures that the council hopes to achieve for the district. The Corporate Plan forms part of the Policy Framework, and, as such, must be approved by Council.
- 6.2 The strategic planning arrangements create an opportunity each year to consider the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces. These are reflected in the draft Corporate Plan for 2016 – 2020 taking into account recommendations by Council and Cabinet, consultation and engagement with residents and visitors and budget information and options that have been set out in various Budget and Policy Framework updates during 2015/16.



**RELATIONSHIP TO POLICY FRAMEWORK**

The Corporate Plan is a central part of the policy framework stating the priorities and key outcomes that the council hopes to achieve for the district and as such must be approved by Council.

**CONCLUSION OF IMPACT ASSESSMENT**

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

The Corporate Plan is complementary to key policies, strategies and plans. The council has responsibilities and plans for some activities not directly included in the Corporate Plan but which are managed as part of ongoing service delivery and / or day-to-day council business.

**LEGAL IMPLICATIONS**

None directly arising as a result of this report

**FINANCIAL IMPLICATIONS**

The draft Corporate Plan for 2016 – 2020 has been developed alongside the Council's budget processes and takes account of budget limitations and challenges in the coming financial years as far as is possible. The council still has a significant and increasing budget shortfall going forward and tackling this position is also reflected in the draft Corporate Plan, at a high level.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources:** None at this stage although the council's workforce planning and service reviews will need to be aligned with the Corporate Plan. An Equality Impact Assessment has been produced and is attached to this report

**Information Services:** No additional requirements for ICT support at this stage but the council's ICT Strategy will need to be aligned with the Corporate Plan.

**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.

**Open Spaces:** No additional implications at this stage

**SECTION 151 OFFICER'S COMMENTS**

The deputy S151 officer has been consulted and has no further comments

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments

**BACKGROUND PAPERS**

**Contact Officer: Bob Bailey**  
**Telephone: 01524 582018**  
**E-mail: rbailey@lancaster.gov.uk**  
**Ref: Corporate Plan 2016 - 20**



## Lancaster City Council's Equality Impact Assessment Guidance and Form

### What is an equality impact assessment?

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

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

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

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

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

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

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

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

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

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

### How do I carry out an equality impact assessment?

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

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

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

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

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

### **When do I need to carry out equality impact assessment?**

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

For example:

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

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

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

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

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

### **Who should carry out equality impact assessment?**

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

### **Who can I contact for support and guidance?**

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

**Equality impact assessment form**

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

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

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

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

**Section 1: Details**

<b>Service</b>	Governance (HR&OD)
<b>Title and brief description (if required)</b>	Corporate Plan 2016 - 2020
<b>New or existing</b>	New
<b>Author/officer lead</b>	Bob Bailey, Organisational Development Manager
<b>Date</b>	15 March 2016

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

**Yes** Please complete the rest of the equality form.

~~**No** Please return the equality form as above.~~

**Section 2: Summary**

**What is the purpose, aims and objectives?** The Corporate Plan for 2016 -2020 sets out what the Council plans to deliver over the coming years to deliver the Council’s ethos and vision. The plan comprises four priorities being: Clean and Green Places; Health and Wellbeing; Community Leadership and Sustainable Economic Growth and associated corporate outcomes and success measures. The Corporate Plan also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.

**Who is intended to benefit and how?** The Corporate Plan benefits the whole of the local community - residents, council staff, elected members and visitors to the district, those who work in the district and service users, by setting out the Council’s plans and expected outcomes over the next four years. The purpose of this EIA is to ensure that our Corporate Plan does not prompt any disproportionate negative impact on people with any of the protected characteristics. The expected outcomes of this EIA is the identification of any potential issues and a commitment to take the recommended mitigating actions to ensure our services are available to the whole community.

**Section 3: Assessing impact**

<b>Is there any potential or evidence that this will or could:</b>		
• Affect people from any protected group differently to others?	Yes	No
• Discriminate unlawfully against any protected group?	Yes	No
• Affect the relations between protected groups and others?	Yes	No
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?	Yes	No
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?	Yes	No

<b>If yes, please provide more detail of potential impact and evidence including:</b>	
<ul style="list-style-type: none"> <li>- A brief description of what information you have and from where e.g. getting to know our communities data, service use monitoring, views of those affected i.e. discussions or consultation results?</li> <li>- What does this tell you i.e. negative or positive affect?</li> </ul>	
<p>Age  including older and younger people and children</p>	<p>Getting to know our communities data indicates that the Lancaster district:</p> <ul style="list-style-type: none"> <li>• Has an above average proportion of age groups 15-24 and 65+ due to the universities and the district being a popular retirement destination.</li> <li>• 65.1% aged 16-64 and 18.3% aged 65 and over with 18-24 (14.2%), and 65-79 (13.1%) the largest age groups.</li> <li>• The district was ranked 147 out of 326 Local Authority areas in England for deprivation affecting children in 2015</li> <li>• 16% of children live in poverty. This is lower than the percentage for England (18.6%) and the NW (22.4%)</li> <li>• Based on current trend, it is likely that 24% of the district's population will be over 65 by 2030</li> <li>• The district was ranked 127 out of 326 Local Authority areas in England for deprivation affecting older people in 2015</li> </ul> <p>In the 2015 Residents Survey over half of residents aged 65 or over indicated that health reasons prevent them from taking a more active role. Our Health and Wellbeing corporate priority includes a range of actions and activities aimed at supporting residents in the district including measures to keep vulnerable people warm in their homes and <i>'...continuing work to improve the quality and availability of Housing and to assess the viability of building new one-bedroomed properties; 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, to meet the challenges of finding space for sustainable growth to address demographic changes in the district. It will seek opportunities to include new affordable housing as part of the development plans and champion the need for younger generations in our community to have access to their own homes.</i></p> <p>The 2015 Residents Survey identified that <i>'Job prospects are most important to residents aged 16 to 44'</i> this is reflected in the Sustainable Economic Growth corporate priority which highlights that <i>'The main prospects for economic growth relate to skills retention...'</i> and that the council will work in collaboration to develop opportunities that <i>'...help to secure economic benefits through new jobs and business growth, including support for new energy and transport infrastructure and the nuclear nomination for Heysham'</i></p>

Disability	<p>The Corporate Plan sets out the council's role and responsibilities to all its citizens in its Core Purpose, being:</p> <ul style="list-style-type: none"> <li>• <i>provide the democratic leadership, with high ethical standards, needed to help the district address the major issues facing it</i></li> <li>• <i>bring communities and agencies together to work in partnership to address the major issues affecting the district</i></li> <li>• <i>provide a range of customer-focussed services that deliver our statutory responsibilities, offer value for money and meet the needs of people who live in, work in and visit the district</i></li> <li>• <i>maintain a sustainable and cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities</i></li> </ul> <p>The Residents Survey set out residents' preferred methods of contacting the council, the results of which will be considered as part of the 'digital workplace' approach identified within the Community Leadership corporate priority.</p> <p>The intention to protect the most vulnerable in our society is a thread that runs through all of the council's priorities.</p>
Faith, religion or belief	
Gender including marriage, pregnancy and maternity	
Gender reassignment	
Race	
Sexual orientation (including Civic Partnership)	
Rural communities	<p>The council's Vision refers specifically to <i>Coast and Countryside</i> as 'a conserved, enhanced and diversified environment with a network of vibrant rural communities which will lead the North West in its quality of life and environmental and design standard and within which sustainable housing, economic and retail development to meet local needs will be supported'</p>
People on low incomes	<p>In considering local priorities and council spending residents said that 'Welfare benefits and community support, job prospects and affordable decent housing are most important to residents and the areas where they don't want to see spending reduced reflects this'. A range of actions and activities relating to each of these are incorporated within the council's corporate priorities, specifically Health and Wellbeing and Community Leadership which includes measures to tackle homelessness and rough sleeping in the district and to 'Act on the Government's future roll-out of Universal credit in the district, and other welfare reforms'. The Localised Council Tax Benefits Support Scheme (LCTS) will also be reviewed to determine a sustainable scheme for the future.</p>

**Section 4: Next steps**

**Do you need any more information/evidence e.g. statistics, consultation? If so, how do you plan to address this?**

It would be beneficial across the council to:

- review and further develop data monitoring systems and performance management to help fill any gaps in the council's knowledge of the new protected groups and their service needs
- consult with all Services to gain a greater understanding of activities that may have a positive or negative impact on protected groups

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

The potential impact and evidence has been taken into account in developing the Corporate Plan 2016 – 2020 its corporate priorities and related corporate outcomes and success measures

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

The Corporate Plan is monitored as part of the council's performance management arrangements and framework

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





# Lancaster City Council



## Corporate Plan 2016-2020



**LANCASTER**  
**CITY COUNCIL**

*Promoting City, Coast & Countryside*



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# 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-focussed services that deliver our statutory responsibilities, offer value for money and meet the needs of people who live in, work in and visit the district
- maintain a sustainable and cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities



# Our Ethos

- **Stewardship** - ensuring the social, economic and environmental wellbeing of the local area.
- **Core Capacity** - maintaining the strategic advantages of in-house services to meet local needs.
- **Municipal Entrepreneurialism** - capturing opportunities for collaborative innovation and income generation.
- **Collaboration** - working with a range of service providers on a collaborative basis rather than through competition.
- **Policy** - grounding local decision-making in political accountability.
- **Social Justice** - ensuring the values of local government are founded on equality and meeting community needs.
- **Sustainability** - ensuring that the council contributes positively to the challenge of climate change and the need to manage our environment.
- **Value for Money** - focusing on economy, efficiency and effectiveness.



# Our Vision

A sustainable, self-contained and varied group of communities with a population remaining in balance to support its local economy, comprising:

- **MORECAMBE AND HEYSHAM** - a confident community with a regenerated living, working and leisure environment, acting as a focal point on Morecambe Bay to enjoy and interact with the wider landscape
- **LANCASTER** - a prosperous historic city with a thriving knowledge economy
- **CARNFORTH** - a successful market town and service centre for North Lancashire and South Cumbria
- **COAST AND COUNTRYSIDE** - a conserved, enhanced and diversified environment with a network of vibrant rural communities which will lead the North West in its quality of life and environmental and design standard and within which sustainable housing, economic and retail development to meet local needs will be supported



# Our Priorities

Community Leadership

Health and Wellbeing

Clean and Green Places

Sustainable Economic Growth

Our outcomes are supported by published strategies and headline actions and measures that identify progress towards delivering our outcomes, in line with our priorities and ethos. In addition, we will track other indicators and measures of our progress so that we have a detailed understanding of the factors that impact on achieving our priorities.

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



# Community Leadership

The council continues to face up to economic challenges and government cuts by placing an increased emphasis on the things that matter most to people of the district and by rationalising and developing its use of resources, be they staff, property or technology – and of course, finance. As community leaders, we are committed to working with partners who can help us to have a positive impact on life in the district. 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 the council is vital in engaging with communities and working with community groups to make a positive difference through a wide range of initiatives. Community pride is a key theme that has emerged from our local engagement work and the council wishes to support groups and communities to become involved locally, improving where they live and to take pride in their local areas and the communities around them.

The council will establish and implement plans for the 'digital workplace' approach to delivering a computing environment that is focussed on understanding and meeting the changing needs of our communities and uses technology to improve the customer experience whilst being more efficient and saving money.

The council will work with partners to achieve efficiencies and protect the services that matter by taking a collaborative approach where this is effective. The council will review the delivery and funding of services provided on its behalf by voluntary, community, faith, arts and culture groups and will work with these sectors to consider how together we can ensure important services for the district are delivered.



## Outcomes

what we want to achieve

Communities are brought together and the major issues affecting the district are addressed through working in partnership

Well run, value-for-money services that are valued by the public and demonstrate good governance, openness and transparency

Establish and implement the council's wider plans for 'digital' to understand and meet the changing needs of our communities

Maintain a financially stable position and strong financial forecast for the delivery of council services

## Success measures

how we intend to achieve it

- Determine the future delivery and funding of voluntary, community and faith sector services groups
- Improve performance and effectiveness of partnerships in delivering corporate priorities
- Improve neighbourhood working by engaging with communities to understand their needs and build resilience
- Maintain an "unqualified" value for money conclusion from our external auditors
- Review the Localised Council Tax Benefits Support Scheme (LCTS) to determine a sustainable scheme for the future
- Act on the Government's future roll-out of Universal credit in the district and other welfare reforms
- Review and rationalise the council's future accommodation needs to support service delivery and save money
- Improve customer experience through the use of technology
- Review and refresh internal processes and systems to drive efficiency and cost savings
- Implement agreed budget proposals and take positive action where they do not deliver desired outcomes
- Develop and implement a range of further savings and income generation opportunities to sustain the council's budget



# Health and 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 council housing stock; continuing to assess the viability of building new one-bedroomed properties; housing renewal, particularly in the West End of Morecambe, and improvements in the private rented sector. We will work to ensure the standard of new and existing housing meets current regulations and promotes safe, high quality, energy efficient housing.

As part of the statutory planning process, the council will allocate land for housing purposes, to meet the challenges of finding space for sustainable growth to address demographic changes in the district. It will seek opportunities to include new affordable housing as part of the development plans and champion the need for younger generations in our community to have access to their own homes.

The council will continue to work with partners as part of the health and wellbeing partnership to improve the health outcomes for our citizens by, for example, enabling access to sports and leisure activities and measures to keep vulnerable people warm in their homes. Actions to tackle homelessness and rough sleeping in the district will continue. The council will also continue to work with partners to help manage the implementation of ongoing welfare reforms and their impact.



Outcomes

Success measures

what we want to achieve

how we intend to achieve it

Enhanced quality of life of local residents through access to affordable, decent housing

- Increase the number of improved homes
- Improve access to housing by addressing evidence of need
- Increase provision of social housing
- Continue to try to establish a new build and acquisition programme to increase the number of council houses in the district

Health and wellbeing of our citizens is improved

- Complete feasibility study of selective licensing of private sector landlords
- Improve facilities on offer at Salt Ayre Sports Centre and ensure that they are financially sustainable
- Increase the number of vulnerable households benefiting from Warm Homes Initiatives
- Improve local air quality from long term improvements in transportation
- Maintain a percentage of "broadly" compliant (rating 3 or higher) food businesses



# Clean and Green Places

Lancaster district has much to offer. To ensure that it maintains and builds upon its reputation of being clean and green the council will 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 continue to plan and deliver waste collection services in a way that encourages the reduction, reuse and recycling of household waste.

The council will work together with partners and communities to deliver a range of community initiatives aimed at making our streets clean and meeting its responsibilities to preserve and enhance the special protected landscapes. It will also strengthen its approach to enforcement to actively discourage the minority who spoil the district through littering, fly tipping and allowing their dogs to foul etc.

The council has in place an energy strategy as a means of planning to reduce the overall amount of energy used in the delivery of its services; increase the use of energy from renewable sources; reduce carbon emissions and generate income and efficiencies.



## Outcomes

what we want to achieve

## Success measures

how we intend to achieve it

The impact on the environment from council operations and services will be minimised

- Maintain and / or improve average Standard Assessment Procedure (SAP) rating in council homes

- Implement programme of energy efficiency works in council buildings

- Install electric vehicle charging points in the district

- Reduce business travel mileage across all council services

- Maintain percentage of household waste reused, recycled or composted

- Maintain percentage of people who perceive the districts streets and public spaces are clean

- Increase involvement of local communities in improving local areas, parks and open spaces

- Implement a pilot scheme for litter enforcement services

Local communities are clean and residents have a sense of pride in the district



# Sustainable Economic Growth

Lancaster district has exceptional opportunities and a pressing demographic need to develop its economy. The Northern Powerhouse concept is heavily dominated by the metropolitan cities and there is potential to overlook the important contributions of Lancashire and Cumbria to the overall economy of the north. The council will seek to address this by promoting the need to acknowledge the importance of districts like Lancaster to the overall functioning of the Northern Powerhouse.

The main prospects for economic growth relate to skills retention; the energy sector including nuclear and renewable energy; the knowledge sector developing around Lancaster's two universities, and the Visitor Economy, capitalising on the district's outstanding arts and cultural heritage and entertainment offer, its beautiful coastline and stunning natural landscapes.

The council's actions for the coming years, in collaboration with Lancashire County Council, and neighbouring authorities in Cumbria will seek to develop these opportunities and help to secure economic benefits through new jobs and business growth, including support for new energy and transport infrastructure and the nuclear nomination for Heysham. Work to improve the attractiveness of central Morecambe and Lancaster's heritage assets, public spaces and retail offer is underway. In the district's rural areas, the aim will be to improve the focus of their tourism identities linked to the branding of Morecambe Bay and Lancaster. It will facilitate festivals and events that will provide economic stimulus to help local businesses across the district. The council will continue to engage with economic partners, including the Lancaster District Chamber of Commerce, Lancaster Business Improvement District (BID) and the Lancashire Enterprise Partnership, to develop the economy of the district. The council will continue to set an example by paying a living wage to its employees, and by supporting the principles of Fairtrade.



## Outcomes

what we want to achieve

## Success measures

how we intend to achieve it

Sustainable economic growth and jobs will be created in key sectors including energy, knowledge, health and the visitor economy

- Determine Lancaster districts contribution to the emerging concept of the Northern Powerhouse
- Realise benefits to the Lancaster district of a combined authority for Lancashire

- Regenerate central Morecambe through the Morecambe Area Action Plan

- Complete Local Plan for the Lancaster district, setting out a vision for the natural and built environment to 2031

- Achieve the annual requirement for the availability of land for housing development

- Adopt the Lancaster City Masterplan

- Improve local conditions for business growth and skills development

- Sustain small businesses as important components of thriving retail centres

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

- Improve inward investment through the attractiveness of the district as a place to live and work

- Evaluate economic impact, delivery and funding of the arts in the district



Outcomes

Success measures

what we want to achieve

how we intend to achieve it

Lancaster and Morecambe Bay will be recognised as important visitor destinations

- Adopt visitor destination management plans for Lancaster and Morecambe Bay
- Increase the number of visitors to the district
- Increase visitor spend in the district
- Develop plans to improve the sustainability of The Platform and other council-managed performances
- Complete a detailed feasibility of the potential to improve the quality and sustainability of the city's museums







# Delivering the Corporate Plan

The Corporate Plan sets out the council's four priorities, but it also needs to make sure it has the resources to deliver them, which is an increasing challenge. The council's Medium Term Financial Strategy supports and informs the Corporate Plan, and sets out how it will manage its finances in order to deliver these priorities. Local Government, however, continues to face major funding reductions year on year, meaning that a lesser range of services will be provided in the future, even allowing for income generation and innovation.

## Balancing the Budget

Nonetheless, each year the council must deliver a balanced, robust budget that matches and realigns resources to its priorities and statutory needs. One of the key objectives is to ensure it gives value for money. 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. Value for money is regarded as a priority over reducing services when savings are required.

## Service Reviews and Organisational Change

To achieve this approach, the council will complete a programme of organisational change across all services over the coming years, to achieve better value for money for the community as a whole, but also to balance its budget. Such reviews and organisational change will continue to form the basis for tackling the medium to longer term budget funding gap, as well as being informed by (and helping to embed) the council's ethos. Service reductions are to be expected as part of this programme.

## Governance

Another key element in ensuring successful delivery of the Corporate Plan is having sound governance arrangements in place. Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with control and the management of risk.

The council has a governance framework that brings together an underlying set of legal requirements, ethical and behavioural principles and management processes. Each year the council reviews these arrangements, and amongst other things, will measure the quality of services for users, ensuring they are delivered in accordance with the authority's objectives and represent the best use of resources and value for money. The results of the review are published in an Annual Governance Statement.

## Council Tax

The council has taken a decision to increase its portion of council tax by £5 (for a Band D property). As the majority of households are Band A – C the actual increase will be less, at around £3.33 for the year. The council has made this difficult decision to raise more money and reduce the overall savings target as a way of helping to mitigate the impact of Government funding reductions. To some extent, increasing council tax will help protect key services.

## Business transformation and improvement

The council will continue to develop its skilled workforce with a more flexible, coordinated approach to working across services. This will support continuous improvement, help build partnership working, increase shared service and support more devolved services.

We will champion a high performance culture throughout the council and deliver high quality services through continued modernisation of back office services as well as exploring the potential for new delivery models, early intervention and the capacity to reduce costs and provide further savings.

