



Committee: OVERVIEW AND SCRUTINY COMMITTEE

Date: WEDNESDAY, 18 MARCH 2026

Venue: MORECAMBE TOWN HALL

Time: 5.00 P.M.

Councillors are reminded that as Members of Overview and Scrutiny they may not be subjected to the Party Whip, which is prohibited under the Lancaster City Council Constitution.

A G E N D A

1. **Apologies for Absence**
2. **Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

3. **Council Plan 2026-28 (Pages 3 - 30)**

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Martin Gawith (Chair), Chris Hanna (Vice-Chair), Suhir Abuhajar, Wilson Colley, Maria Deery, Gina Dowding, Sue Penney, Joyce Pritchard and John Wild

(ii) Substitute Membership

Councillors Ross Hunter, Isabella Metcalf-Riener, Catherine Potter, James Sommerville and Jackson Stubbs

(iii) Queries regarding this Agenda

Please contact Jenny Kay, Democratic Support - email jkay@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

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

Published on Tuesday, 10th March 2026.

OVERVIEW AND SCRUTINY COMMITTEE**The Council Plan 2026-2028
18/03/2026****Report of Chief Executive****PURPOSE OF REPORT**

To outline the process and planned content to refresh the Council Plan 2026-2028.

This report is public

RECOMMENDATIONS**(1) Overview and Scrutiny committee are invited to contribute to a refresh of the Council Plan to cover the years 2026-2028**

1.1 The Council Plan is the key document that sets the strategic direction for our place and guides the work of the Council. The Council has an agreed plan to cover the years 2024-2027.

1.2 Since the Council plan was last adopted Government has now set out its plans for reorganisation of Local Government. New unitary Councils will commence in 2028.

1.3 An up to date Council adopted plan should be a key document to guide the strategic direction of the new unitary Council. It will provide evidence to the shadow and new Council of the key outcomes, programmes and projects that have been developed through engaging with our residents, businesses and partners.

1.4 The guiding document is the Priority Policies (plan on a page). This sets out 4 principles, 4 themes and 24 ambitions. These align with the Council's budget, Medium Term financial planning strategy, performance management framework and service business planning. There is no intention to refresh these.

1.5 However to evidence the direction of travel and impact of these Priority Policies the supporting narrative within the Council plan 2024-2027 is in need of refreshing. This will highlight what the Council has achieved from 2024 and state clearly what it intends to achieve between now and 2028. It will also set out contextual issues including LGR and the Council's MTFS.

2.0 Recommendation

2.1 The Council is responsible for approving and adopting the budget and policy framework, which includes the Council Plan.

- 2.2 Cabinet is responsible for the preparation of draft Budget and Policy Framework documents and in so doing should consult with the Overview and Scrutiny Committee and to include in its submission to the Full Council a statement of views received and the Cabinet response to those views.
- 2.3 As such Overview and Scrutiny committee is invited to provide its comments and recommendations to aid the refresh of the Council plan that will take Lancaster City Council to 2028.
- 2.4 All councillors will be given opportunity to be briefed on and to offer contributions to the draft drawn up after consultation with O+S members, cabinet members and officers.

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

These will be provided as the refresh of the Council Plan is drafted

LEGAL IMPLICATIONS

There are none directly arising from this report

FINANCIAL IMPLICATIONS

There are none directly arising from this report

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

There are none directly arising from this report

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments at this stage.

BACKGROUND PAPERS

The Council Plan 2024-2027

Contact Officer: Mark Davies

Telephone:

Email: Mark Davies



Council Plan 2024-2027



Foreword: Councillor Phillip Black

The Council Plan 2024-2027 highlights the strategic direction of Lancaster City Council and enables us to work towards clearly defined strategic ambitions.

The plan will be used as an internal business planning document that sets out the council's future and priority policies. Policies will remain flexible and adaptable to accommodate the changing needs of the district.

Developing the new Council Plan has also given us the opportunity to be clear about our ambitions in simple terms. Importantly not only does the plan include what we are going to do, it reflects on achievements so far, of which there are many.

There are four principles for the years 2024-2027, to show a clear vision for our district, where we are all proud to have:

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Healthy and Happy Communities
- A Co-operative, Kind and Responsible Council

We look forward to delivering the ambitions of this plan and continuing to deliver efficient and effective services for our communities.



Contents

Financial Context	4
Our Values, Culture and People Plan	5
The Council Plan	8
Theme One: The Climate Emergency	10
Theme Two: Community Wealth-Building	13
Theme Three: Increasing Wellbeing. Reducing Inequality	16
Theme Four: Deliver Effective Services, Take Responsibility	20
The Forward View	23
Glossary of Terms	24
Priority Policies	25

Financial Context

We will align budget and resource to deliver the prioritised ambitions.

The council faces a significant financial challenge. Central government have withdrawn in the region of 40% of our funding over the last decade and millions of pounds of cost burden has been passed on to the local council taxpayers and businesses in the district. Despite this, the council has experienced a significant reduction in real terms spending power.

Alongside the national context of spiking inflation, high energy costs and increases to the National Living Wage, local authorities are under financial restraint like never before. Demand for services continue to rise, including the statutory services that our communities rely on. Local authorities are also well placed to play crucial roles in tackling the shared challenges of the climate emergency and sustainable economic development, following the Covid-19 pandemic.

The council has embarked on a programme called Outcomes-Based Resourcing (OBR) that will see it examine every area of its budget and match resources more closely with its priorities. The OBR programme includes looking at ways the council can do things differently by utilising technology and being more efficient, as well as considering areas in which it can generate more income. By matching resources closely with priorities, we are successfully delivering services and the ambitions of the Council Plan.

Our Values, Culture and People Plan

We will align budget and resource to deliver the prioritised ambitions.



Pride



Working Together



Ownership



Ambition

Our values define who we are and, importantly, where we want to be in the future. Our Values are embedded in the Council Plan and the vision for the future.

By working with our staff to define our values and embedding them in our daily working lives, we will achieve enduring excellence in delivering positive outcomes for our communities. Our values will support our purpose of working in partnership with our communities to create a district where people can flourish.

The People Plan

A People Plan is an internal, strategic document that guides how we will manage, develop, and support our workforce. It is therefore critical to supporting the delivery of the Council Plan. It is underpinned by our values and supports the development of an organisational culture where our workforce is supported and has the right skills, knowledge, and behaviours.

Engagement and Collaboration

Our aim is to work; 'in partnership with our communities, creating a district where people can flourish'.

We engage with residents so that our policies and services are informed by and delivered for residents. Our responsibility is to deliver services that achieve the best outcomes for all our residents - in Lancaster, Morecambe, Heysham, Carnforth, and the coastal and rural villages.

The Council Plan is ambitious and sets out intended outcomes that require the combined efforts of the council, residents, volunteers, businesses, and many other organisations.

Our ambitions can only be achieved by working collaboratively with a range of partners. The Council Plan will capitalise on opportunities for new and innovative ways of working with partners, the community and new technology.

Existing partnerships, as shown below, are key to helping deliver outcomes for the district.

- Lancaster District Strategic Partnership
- The Bay Anchor Network
- Community Safety Partnership
- Communities Together
- Lancaster District Health and Wellbeing Partnership

Case Study: Lancaster District People's Jury

The People's Jury, formed of 30 citizens from across the Lancaster district, shows that resident engagement and participation can amplify strategic action. The 16 sessions facilitated by non-profit Shared Future CIC on the council's behalf enabled the People's Jury to identify how our activities could be made net-zero carbon by 2030. Citizens were at the centre of designing a response to the climate emergency. The climate emergency is now a priority for the Council Plan. Climate action is happening now, thanks to the passion and commitment of residents and the People's Jury. Further details can be found on our [People's Jury webpage](#).

Residents can be; Informed, Connected, Involved in how the Council Plan is delivered by using our [Keep Connected site](#).

Sustainable Development Goals

[The 2030 Agenda for Sustainable Development](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals, which are an urgent call for action by all countries - developed and developing - in a global partnership.

The above Sustainable Development Goals are reflected in the Council Plan and the Principles, Themes and Ambitions.



The Council Plan

In this next section, the Principles, Themes and Ambitions of the Council Plan are explained. There are several internal organisational plans and services that contribute to the overarching Council Plan. Website links are provided within each theme.

Principles

The Council Plan sets out four Principles. The Principles are the cornerstones of all that we do.

A Sustainable District

An Inclusive and Prosperous Local Economy

Happy and Healthy Communities

A Co-operative, Kind and Responsible Council

Themes

The Council Plan sets out four Themes. These Themes provide greater definition of the principles, to ensure strategy, policy, resources, and service delivery are focussed to effectively deliver the council's agreed outcomes for the district.

Action on the Climate Emergency

taking action to meet the challenges of the climate emergency

Community Wealth-Building (Morecambe Bay Model)

building a sustainable and just local economy that benefits people and organisations

Increasing Wellbeing. Reducing Inequality

empowering and supporting healthy ways of living, and tackling the causes of inequality

Deliver Effective Services, Take Responsibility

bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services

Ambitions

The Council Plan sets out an ambitious vision of the future that will benefit the district's residents, our businesses and natural environment. In this section, the tables showcase the projects and activities that are being delivered for each ambition. The tables also highlight some projects and activities that are planned for and in development.

The Climate Emergency

On 30th January, 2019, the council declared a climate emergency. The Council Plan sets out ambitions so that we take action to meet the challenges of the climate emergency. Further information on what we are doing and how to get involved can be found on the [Climate Emergency page of our website](#).

AMBITION

1.1 CARBON ZERO

Net zero carbon by 2030 while supporting other individuals, businesses, and organisations across the district to reach the same goal.

Projects and Activities

- Retrofit of council housing
- Developing green skills
- Partnership working with Green Rose CIC: retrofit of private housing

1.2 SUSTAINABLE ENERGY

Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.

Projects and Activities

Solar farm projects including the [Salt Ayre Decarbonisation Project](#) and plans for Burrow Beck Solar Farm.

- LAEP – Local Area Energy Plan (UKSPF)

1.3 CLIMATE RESILIENCE

Supporting our communities to be resilient to flooding and adapt to the wider effects of climate change.

Projects and Activities

- Lune flood protection, Caton Road, Lancaster
- Our Future Coast

1.4 ECOLOGY & BIODIVERSITY

Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained.

Projects and Activities

- Biodiversity Net Gain project – planning development contributions
- Biodiversity Net Gain - Council's Grassland Management Strategy
- Arnside & Silverdale National Landscape – managing the statutory Partnership, preparing and delivering the statutory Management Plan and delivering a range of projects to benefit biodiversity such as Bee on the Verge, Meadow Makers and Priority Habitat management across 10+ sites
- Farming in Protected Landscapes programme – grants for farmers and landowners for projects under 4 themes: Climate, Nature, People and Place
- Managing Warton Crag and Trowbarrow Local Nature Reserves, both Sites of Special Scientific Interest, for their nationally important mosaic of woodland, species-rich grassland and limestone habitats

1.5 REDUCED WASTE

Moving towards zero residual waste to landfill and incineration.

Projects and Activities

- Working in line with Government Waste Strategy timelines (31st March, 2026)

1.6 LOW CARBON AND ACTIVE TRANSPORT

Transitioning to an accessible and inclusive low-carbon and active transport system.

Projects and Activities

- The development of a Sustainable Transport Strategy. Co Wheels Car Club – making it easier to switch to using more sustainable transport

All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation.

THEME ONE

THE DISTRICT'S ACHIEVEMENTS SO FAR:

The council is top of the [leaderboard for district councils](#) in an assessment of the actions being taken to achieve net zero.

- The Salt Ayre Decarbonisation project won the Association for Public Service Excellence (APSE) award for Best Decarbonisation Initiative. The project has decreased the overall energy usage of the site from 4.3GWh (gas and electricity) to 2.7GWh of green electricity
- The council has purchased 28 electric vehicles (EVs) in 22/23 to replace diesel vehicles. These EVs are going to be used by the council's grounds maintenance, cleansing, repair and maintenance, environmental protection/health and refuse collection teams. CO2 savings are expected to be in the region of 49 tonnes p/a. 25% of the council's fleet are now EVs
- The council has expanded use of Co Wheels Electric cars to the public at three locations: Salt Ayre Leisure Centre, Dallas Road Car Park (Lancaster) and in Carnforth
- Trees from the Queen's Green Canopy tree planting initiative have been planted in Lancaster and Morecambe as a thank you to volunteers
- Bee on the Verge project grew over 8000 native wildflower plug plants in 2023, which were planted out on sites across the National Landscape
- Council-owned parts of Warton Crag and Trowbarrow Quarry SSSIs both assessed by Natural England to be in favourable condition
- Arnside & Silverdale Development Plan Document was recognised as Overall Winner at the North West RTPi Planning Awards for Excellence in 2019

Community Wealth-Building

(Morecambe Bay Model)

Through Community Wealth Building we aspire to develop a sustainable and just local economy that benefits people and organisations. Further information on what we are doing and how to get involved can be found on our [website](#).

AMBITION

2.1 SOCIAL USE OF RESOURCES

Using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and anchor institutions to do the same.

Projects and Activities

- Eden Project Morecambe
- Morecambe Town Centre Regeneration Strategy
- The Bay Anchor Network
- Grants and funding to voluntary and community organisations
- Lancaster Canal Quarter
- Procurement Strategy 2020-2024

2.2 SUSTAINABLE INNOVATION

Develop a sustainable industrial strategy to support new and existing enterprises in innovation and the strengthening of local support networks.

Projects and Activities

- Local full fibre network: a district wide 33km local full fibre network, including all necessary supporting infrastructure and facilities
- Development of an Economic Strategy for the District

2.3 SUSTAINABLE SKILLS

Supporting the development of new skills and improved prospects for our residents within an environmentally sustainable local economy.

Projects and Activities

- Partnership working with Lancaster and Morecambe College: retrofit and green technology training and skills
- Delivery of the UKSPF Economy and Skills Programme
- Formation of Providers Networks and local partnerships to deliver Educational Skills Programmes

2.4 INVESTMENT AND REGENERATION

Securing investment and regeneration across our district. Encouraging tourism and promoting our district as an attractive destination for leisure and culture. More information about what we are doing to regenerate, increase investment and enable sustainable economic growth within our district can be found on our [website](#).

Projects and Activities

- Frontierland
- Canal Quarter - Coopers Field
- Canal Quarter Phase 2 – Masterplan and Delivery Strategy
- Heysham Gateway
- Heritage Action Project
- Centenary House
- Mainway Regeneration Project
- Eden Project Morecambe
- Morecambe Town Centre Regeneration

2.5 INCLUSIVE OWNERSHIP

Promoting business ownership models that empower the local workforce, such as co-operatives, social enterprises and community ownership.

Projects and Activities

- Formation of new Business Support and Skills Hub

2.6 FAIR WORK

Advocating for fair employment and just labour markets that increase prosperity and reduce income inequality.

Projects and Activities

- [Fair Work Charter](#): Developing a new charter that aims to reduce inequalities within the local labour market by promoting equal and fair employment practices
- Real Living Wage Accreditation: The council has received Real Living Wage Employer Accreditation from the [Living Wage Foundation](#). For the last 10 years the council has made sure that all of its employees are paid at least the Real Living Wage but has now received official accreditation to show civic leadership on the issue
- Armed Forces Covenant: In July 2022, the council went from being a Silver Employer Recognition Scheme Award holder, to obtaining the Gold Employer Recognition Award, awarded by the Ministry of Defence. [This award](#) recognises the council's commitment to the employment of the Armed Forces Community

*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. *

THE DISTRICT'S ACHIEVEMENTS SO FAR:

- Increased amount of local spend in the district due to a Progressive Procurement Strategy
- Local funding for sustainable skills development: Utilising the districts UK Shared Prosperity Fund allocation for skills and innovation projects such as Electech Innovation Cluster and Tech Lancaster
- Eden Project Morecambe has secured £50M of Levelling Up Fund and a formal partnership has been established to ensure not only Eden is delivered in Morecambe but all the wider benefits are secured
- Multiple successes of bidding for Brownfield Land Regeneration Funds to support regeneration in the Canal Quarter, Lancaster and Morecambe
- A visionary Masterplan for the regeneration of Lancaster's Canal Quarter has been adopted and will shape the area over the next 10 to 15 years
- The council has supported the Lancaster Music Co-op to bring 1 Lodge Street back into use with works scheduled to start in 2023
- Work has commenced on providing a regeneration framework for Morecambe Town Centre with support from the High Streets Task Force. This will carry forward into more detailed work
- Received seaside awards for Morecambe's north and south beaches
- Retained five Green Flag Awards and one Green Heritage Site Award for local parks

Increasing Wellbeing. Reducing Inequality

More detail on the Local Plan and planning policy can be found on our [website](#).

AMBITION

3.1 ACCESS TO QUALITY HOUSING

Developing more housing, including council owned social housing, ensuring people of all incomes are comfortable, warm and able to maintain their independence.

Projects and Activities

- My Mainway
- Mellishaw Park
- Lancaster City Council is a social housing provider with a significant housing stock
- Delivery of Canal Quarter Housing Schemes

3.2 QUALITY PUBLIC SPACES

Keeping our district's neighbourhoods, parks, beaches and open spaces clean, well-maintained and safe.

Projects and Activities

- Green Flag accreditations
- Keep Britain Tidy Partnership – development of a Fly Tipping Strategy
- Volunteer litterpicks
- Litter bin emptying schedules –bin sensor technology
- Regular street sweeping – route optimisation
- Community Safety Partnership activities
- Green Flag awards for parks and cemeteries
- Volunteer groups supporting parks and open spaces

3.3 ACCESS TO CULTURE AND LEISURE

Providing access to and involvement in arts, culture, leisure, and recreation, supporting our thriving arts, culture and heritage sector.

Projects and Activities

- Events supported to take place on council land
- Creative, Cultural and Heritage Vision implementation

- Development of a vision and action plan for the City Museums
- Partnership work to deliver a structured programme of events
- UKSPF cohort of arts, culture and event projects
- Provide space for cultural programming and community use

3.4 COMMUNITY ENGAGEMENT

Ensuring local communities are active, engaged, involved and connected.

Projects and Activities

- Community conversations - corporate
- Community consultations – public realm
- Our advisory groups enable residents to voice their views on challenges and opportunities facing the district
- Lancaster District Community Fund
- Supporting community events and initiatives
- KeepConnected
- Communities Together

3.5 REDUCING INEQUALITY AND PROMOTE WELLBEING

Develop a healthy living strategy to support wellbeing, tackle discrimination and reduce inequality.

Projects and Activities

- Partnership with Morecambe FC Community Sports
- Air Quality Action Plan
- Holiday Activity and Food Programme
- Healthy Weight Management Programme
- Play and Skills at Teatime Activities
- Playschemes

3.6 EARLY INTERVENTION

Focused early-intervention approaches and involving our communities in service design and delivery.

Projects and Activities

- Household Support Fund

*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. *

THE DISTRICT'S ACHIEVEMENTS SO FAR:

- Salt Ayre Leisure Centre membership levels have increased to 3700, surpassing our pre-pandemic membership levels
- Salt Ayre Leisure Centre supports 18 local primary schools with swimming lessons, teaching children vital life skills
- 4000 children have accessed free activity sessions in partnership with the School Sports Network at Salt Ayre Leisure Centre
- Nearly 1 million members and visitors have attended Salt Ayre Leisure Centre
- £1.1 million of funding granted through the Household Support Fund
- Over 11,000 visits and more than 2,000 contributions through KeepConnected
- Over 980 Young People attended 4 Holiday and Activity Summer Events which was supported by the Targeted Youth Service, Police, Fire, Arm, Sea Cadets, Lancaster and Morecambe College, Lancaster District Council for Voluntary Services, More Music and Stanleys Community Centre
- The council's housing company – Morehomes for the Bay saw its inaugural business plan approved helping to set the direction and ambitions of the company moving forward.
- Over the winter the council's Home Improvement Agency has delivered more than £136,000 of winter warmth / energy efficiency measures into vulnerable and elderly residents homes linked to funding from Lancashire County Council and the Household Support Fund
- Supported vulnerable households by awarding additional Council Tax Support from the governments Additional Council Tax Support Fund
- Changing Place Toilets implemented at Happy Mount Park
- External funding and S106 planning contributions resulted in more than £234,000 of investment in public open space
- Secured Social Housing Decarbonisation Funding to improve the council's worst performing properties
- Secured Brownfield Land Release Funding: Canal Quarter, Skerton High School, Centenary House
- New tenancy health checks for all new council housing tenants, ensuring new tenants get off to the right start
- Development of Customer Scrutiny Panels reviewing services within Council Housing

THEME THREE

- Secured three-year funding from government working jointly with Preston City Council to review all supported housing schemes within the district to ensure those living in the schemes are housed appropriately, with the right support and in good quality accommodation
- District supporting most residents under Homes for Ukraine scheme
- £261,400 of investment into Arts and Events from the council. The Arts, Culture and Heritage are significant drivers of economic growth in the Lancaster District. A cohort of events over 2023/2024 increased the amount of footfall in the district, in turn benefiting the wider business community
- 148,506 visitors to the 2 major festivals supported by the council, Light Up Lancaster and Vintage by the Sea in Morecambe, the busiest on record
- £2,485,946 economic impact from the 2 major festivals supported by the council, Light Up Lancaster and Vintage by the Sea in Morecambe
- By acting as the accountable body, enabled Morecambe Sparkle CIC to secure over £500,000 over 2 years for Baylight, a new festival in Morecambe £309,000 in grants has been raised directly and indirectly by Lancaster Museums since 2021
- Lancaster Museums have worked with over 56 partners on a range of projects and initiatives since 2021
- Lancaster Museums have over 11,200 followers on Facebook
- 16.2% of those engaging with Lancaster Museums state that they have a disability up from 10% in 2019
- 91,000 engagements in arts activity through the arts organisations supported by the council
- £2,266,000 of investment in the arts by the arts organisations supported by the council, £10 is secured for every £1 invested by the council
- The Platform secured £40,000 of arts council funding to deliver a grass roots live music programme
- The Storey was voted best venue for hosting live music as part of this year's Lancaster Music Festival
- Between April – November 2023, Ashton Hall hosted 34 events which generated £58,000

Deliver Effective Services, Take Responsibility

AMBITION

4.1 Value for Money

Providing value for money and ensuring that we are financially resilient and sustainable. Making sure relevant data and analysis are available to decision makers.

Projects and Activities

- Outcomes-Based Resourcing (OBR)

4.2 PARTNERSHIP

Working in partnership with residents, local organisations, anchor institutions (anchor institutions are large and locally rooted organisations that are unlikely to re locate and have a significant stake in their local area) and partners recognising the skills in our community to build a powerful force working for and serving our district.

Projects and Activities

- UK Shared Prosperity Fund (UKSPF)
- Rural England Prosperity Fund (REPF)
- Lancaster District Strategic Partnership
- The Bay Anchor Network
- Keep Britain Tidy – collaborations including social impact fly tipping interventions, 'More Bins' Campaign, Value-added comms, Fly Tipping Strategy
- Lancaster District Insights Hub (Travel and Climate Change)
- Local Climate Change Engagement Programme (public climate decision-making) - Shared Futures
- Supporting Morecambe Town Council and other Parish Councils' operations within the district
- Household Support Fund
- Holiday Activity and Food Programme
- Voluntary, Community and Social Enterprise Funding
- Family Hubs

4.3 INVESTING IN OUR SKILLS AND FACILITIES

Having high standards for, and investing in our facilities, equipment, and people to enable us to deliver quality services and meet our wider ambitions.

Projects and Activities

- White Lund Development Masterplan
- Lancaster City Council 'People Plan'

4.4 LISTENING AND EMPATHY

Listening to our communities and treating everyone with equal respect, being friendly, honest and empathetic.

Projects and Activities

- KeepConnected
- Communities Together
- Armed Forces Covenant

4.5 INNOVATIVE PUBLIC SERVICES

Embracing innovative ways of working to improve service delivery and the operations of the council.

Projects and Activities

- Bin sensors
- Route optimisation for cleansing and refuse collection rounds
- Organisational Digital Transformation, including a service-wide tablet roll-out for improved services
- Operational team utilisation of customer contact system and direct reporting
- Lancaster University – Plastic Packaging in People's Lives (PPIPL)
- Lancaster University – Beyond Imagination (District-wide survey work encompassing numerous public realm elements)

4.6 OPENNESS

Responsible decision making which supports our ambitions for the district whilst being open, accountable and rooted in evidence.

Projects and Activities

- Lancaster District Insights Hub (Travel and Climate Change)
- Local Climate Change Engagement Programme (public climate decision-making) - Shared Futures

*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. *

Risk Management

Risk management can be defined as “The systematic application of principles, approach and processes to the identification, assessment and management of risks”. It is a key element of the council’s Governance Framework. Effective and efficient risk management is critical to the success of the council, which is why in March 2023 the council’s risk management policy was updated and new procedures introduced to ensure strategic risks are reviewed at least quarterly.

The new approach to risk management which we now have in place draws on best practice from the institute of risk management (IRM) and HMT Orange Book: Management of Risk, Principles and Concepts. It will enable the council to make better informed decisions which are vital to successful transformational change and support a culture of well-measured risk taking throughout the council’s business.

THE DISTRICT’S ACHIEVEMENTS SO FAR:

- Mini review of street sweeping schedules and methodology to improve performance, with plan to do route optimisation work when resources are available
- Launch of Video appointments: A service for residents to engage with a Customer Service advisor live on Microsoft Teams
- Bespoke mobile service: We continue to provide this service to our most in need residents, visiting them in their homes if they require tailored one to one support. Over £45,000 of income has been generated.
- Public and local businesses were invited to have their say on how the council can deliver services differently and efficiently
- Home Improvement Agency scooped two prestigious awards; 1) ‘Sustainability in Home Adaptations’ category at the National Healthy Homes Awards and 2) ‘Innovator of the Year’ at the UK Housing Awards



The Forward View

The Council Plan will be reviewed annually and remain flexible and adaptable to accommodate the changing needs of the district. The district's achievements in each of the four themes will be updated each year to measure the success of the Council Plan. Annual reviews will take account of the financial context and the outcomes-based resourcing programme detailed in this document. Whilst the council faces a significant financial challenge, our aim is to work collaboratively with our partners and with our communities to realise the ambitions of the Council Plan.

Glossary of Terms

Term & Description

- **Lancaster District Strategic Partnership**
Lancaster District Strategic Partnership (the “LDSP” or the “Partnership”) has been established to spearhead the wider district’s collective strategic ambitions. Sustainability and Climate, the Economy, Health and Wellbeing and Communities will be the overarching strategic priorities for the partnership
- **Community Wealth Building**
Community wealth building is a people-centred approach to local economic development
- **Anchor Institutions**
Anchor institutions are big and locally rooted organisations like councils, FE colleges, universities, hospitals, and big businesses with local headquarters
- **UK Shared Prosperity Fund**
The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK governments ambitious Levelling Up agenda
- **Rural England Prosperity Fund**
The Rural England Prosperity Fund (REPF) provides complimentary funding to the UK Shared Prosperity Fund, targeted specifically at supporting rural businesses and communities

Priority Policies

Principles	<h2 style="text-align: center;">1</h2> <h3 style="text-align: center;">A Sustainable District</h3>	<h2 style="text-align: center;">2</h2> <h3 style="text-align: center;">An Inclusive and Prosperous Local Economy</h3>	<h2 style="text-align: center;">3</h2> <h3 style="text-align: center;">Happy and Healthy Communities</h3>	<h2 style="text-align: center;">4</h2> <h3 style="text-align: center;">A Co-operative, Kind and Responsible Council</h3>
Themes	<p>Climate Emergency taking action to meet the challenges of the climate emergency.</p>	<p>Community Wealth-Building (Morecambe Bay Model) building a sustainable and just local economy that benefits people and organisations.</p>	<p>Increasing Wellbeing. Reducing Inequality empowering and supporting healthy ways of living, and tackling the causes of inequality.</p>	<p>Deliver Effective Services, Take Responsibility bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services.</p>
Ambitions	<p>1.1 Carbon Zero Achieving Net zero carbon by 2030 while supporting other individuals, businesses and organisations across the district to reach the same goal.</p> <p>1.2 Sustainable Energy Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.</p> <p>1.3 Climate Resilience Supporting our communities to grow more food, be resilient to flooding and adapt to the wider impacts of climate change.</p> <p>1.4 Respecting Nature Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained and improved.</p> <p>1.5 Reduced Waste Moving towards zero residual waste to landfill and incineration.</p> <p>1.6 Low carbon and Active Transport Transitioning to an accessible and inclusive low-carbon and active transport system.</p>	<p>2.1 Social Use of Resources Using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and anchor institutions to do the same.</p> <p>2.2 Sustainable Innovation Developing a sustainable industrial strategy to support new and existing enterprises, creating networks and promoting innovation.</p> <p>2.3 Sustainable Skills Supporting the development of new skills and improved prospects for our residents within and environmentally sustainable local economy.</p> <p>2.4 Investment and Regeneration Securing investment and regeneration across our district. Encouraging tourism and promoting our district as an attractive destination for leisure and culture.</p> <p>2.5 Inclusive Ownership Promoting business ownership models that empower the local workforce, such as co-operatives, social enterprises and community ownership.</p> <p>2.6 Fair Work Advocating for fair employment and just labour markets that increase prosperity and reduce income inequality.</p>	<p>3.1 Access to Quality Housing Developing more housing, including affordable and council owned social housing, ensuring people of all incomes are comfortable, warm and able to maintain their independence.</p> <p>3.2 Quality Public Spaces Keeping our district's neighbourhoods, parks, beaches and open spaces clean, well-maintained, accessible and safe.</p> <p>3.3 Access to Culture and Leisure Providing access to and involvement in arts, culture, leisure and recreation, supporting our thriving arts, culture and heritage sector.</p> <p>3.4 Community Engagement Ensuring local communities are active, engaged, involved and connected.</p> <p>3.5 Reducing Inequality and promote wellbeing Developing a healthy living strategy to support wellbeing. Tackling discrimination and reducing inequality, including food and energy poverty.</p> <p>3.6 Early Intervention Focusing on early-intervention approaches and involving our communities in service design and delivery.</p>	<p>4.1 Value for Money Providing value for money and making good use of relevant data and analysis to ensure that we are financially resilient and sustainable.</p> <p>4.2 Partnership Working in partnership with residents, local organisations, anchor institutions and partners recognising the skills in our community to build a powerful force working for and serving our district.</p> <p>4.3 Investing in Our Skills and Facilities Having high standards for, and investing in our facilities, equipment, and people to enable us to deliver quality services and meet our wider ambitions.</p> <p>4.4 Listening and Empathy Listening to our communities and treating everyone with equal respect, being friendly, honest and empathetic.</p> <p>4.5 Innovative Public Services Embracing innovative ways of working to improve service delivery and the operations of the council.</p> <p>4.6 Openness Making responsible decisions which support our ambitions for the district whilst being open, accountable and rooted in evidence.</p>

