



Corporate Plan 2011-14

Making Every Penny Count

**LANCASTER
CITY COUNCIL**
Promoting City, Coast & Countryside

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Key characteristics of Lancaster district

Lancaster District is diverse and contains the coastal towns of Morecambe and Heysham, the historic city of Lancaster, the railway town of Carnforth and an extensive rural area. The population of the district was estimated at almost 140,000 in 2010. The district has a number of distinct features such as:

- A high proportion of students in Higher and Further Education (approx 15,000);
- High numbers of retired people in Morecambe and Silverdale;
- Fewer people of non-white ethnic origin than national averages;
- High levels of disability or limiting long-term illness, particularly in Morecambe and Heysham;
- High levels of educational qualification in most areas of the district, but not in Morecambe, Heysham and North Lancaster.

Heysham Power Station, public sector and small and medium enterprises (SMEs) provide the majority of the district's employment.

There are around 54,000 employee jobs of which 85% are in service industries, with only 7% in manufacturing. Unemployment is close to the national average but parts of both Morecambe and Lancaster suffer deprivation. Jobs are clustered at our Universities, in Central Lancaster, White Lund Industrial Estate and Heysham's port and power stations.

The district is a major tourism destination. Its countryside, including two Areas of Outstanding Natural Beauty, offers many recreation opportunities. Morecambe's tourism offer is based on the wildlife of its Bay and its promenade area. Lancaster's historic and cultural assets and shopping offer are also a major opportunity.

The district is relatively self-contained - 16% of working age residents commute out whilst around 13% of employees commute in. Around 2000 people commute between Lancaster and South Lakeland in either direction. Lancaster is a major shopping and service centre for the Morecambe Bay area with around 420 town centre businesses.

Lancaster is on the M6/ West Coast Main Line corridor with fast links to London and direct links to Manchester Airport. A road link between Heysham and the M6 aimed at improving the road network and providing further development opportunities in district, particularly in Morecambe and Heysham, is in the planning stage with construction expected to begin in Spring 2013. Heysham Port has links to Ireland (freight) and the Isle of Man (passenger and freight). There is also a port at Glasson Dock. The district has an excellent off-road cycle network including the Lune Millennium Bridge.

Lancaster District is proud of its many rich and diverse landscapes and internationally important habitats including Morecambe Bay (wading birds), limestone pavements, open water and reed bed habitats in the Silverdale area and the Bowland Fells (birds of prey).

Our core purpose and values 5

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 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

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

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

“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 seaside resort recognised as vital and vibrant and 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.



Like everyone the council faced enormous challenges and had to make major savings during 2010/11 as part of the Government's drive to reduce the public deficit. Fortunately the council had been preparing for the spending cuts for some time which meant that by the time they were announced in October 2010 we were more resilient to their impact.

Nevertheless, competing demands and limited resources mean that difficult choices are still to be made and greater challenges lie ahead. We already expect that to achieve a balanced budget in 2012/13 we will have to find additional savings of around £1 million. There is also uncertainty over the 2013/14 and 2014/15 budgets as we do not yet know exactly how much money we will receive from the Government to help to run our services. To withstand these financial challenges and still deliver our services we will continue to identify expenditure savings and seek out opportunities to generate more income which will help to reduce the pressure.

Having listened to our residents we have reduced the number of council-owned buildings and introduced ways of making more efficient use of available workspace. We have also undertaken a major review of our services which has identified ways in which we can work more effectively with our partners and has streamlined the way we do things, resulting in a reduction in employees whilst still managing to deliver frontline services. Our committed workforce have faced these challenges head on and they remain essential to ensuring that we deliver high quality services for our residents.

Overall we are managing in the short term, but the medium term will be more difficult. This means that we will need to keep our priorities under review and continue to seek further savings and innovative ways of working in the future.

What's important: Our priorities

The council has four priorities for
2011-2014.

These are:

Economic regeneration



Climate change



Partnership working and Community leadership



Statutory responsibilities

Energy Coast

Lancaster district has an exceptional opportunity to develop its energy economy. Our coastline and landscape offer vast potential for renewable energy including both wind and hydro power and the district's future contribution to nuclear energy seems clear.

The council is prioritising its support for the investment in new energy infrastructure in the northern part of the region in partnership with Lancashire County Council and Cumbrian local authorities. This involves support for the new nuclear nominations at Heysham and Sellafield, the National Grid upgrade through Lancashire and Cumbria, and a wide range of provision for energy generation from renewable sources. It will seek to secure economic benefits from the development of this infrastructure through direct jobs, construction jobs and by developing a local supply chain to support the growth. The ongoing development of the knowledge sector in the district will continue as will the aim of generating new jobs and opportunities for the young people of the Lancaster, Morecambe and the wider Morecambe Bay area.

In the next three years we will:



- Take a leading role in the Lancashire/ Cumbria consortium of LAs on the major infrastructure project for the national grid
- Promote Heysham's nomination for nuclear new build and consider opportunities for their involvement in regeneration projects together with promotion of offshore wind industry
- Develop a Community Infrastructure Levy (CIL) Framework for the district in support of sustainable economic growth

We will have succeeded if, by 2014:

- A shared vision is in place for the district's contribution to the nationally important energy infrastructure
- A further step change in continuing the regeneration of Morecambe and the Heysham peninsula is in place
- Improved community infrastructure provided as part of development and regeneration initiatives by developing a Community Infrastructure Levy (CIL) scheme

Visitor Economy

The council is seeking to build on the area's improving potential for tourism by producing a new Cultural Heritage Strategy to focus on the areas where action and investment need to be targeted. Having identified the visitor economy as a key economic driver in the Local Development Framework, there is a continuing need to stimulate investment in the areas where there is the most potential for growth. Morecambe will enter a new phase of concentrated effort to deal with the need to improve the attractiveness and function of its central area. Lancaster will be targeted with actions to make far more of its heritage assets, public spaces and retail offer. The district's rural areas will improve the focus of their tourism identities.



In the next three years we will:

- Continue to work with the private sector developer partner to bring forward a comprehensive scheme for Lancaster Canal Corridor taking into account the heritage assets of the site
- Develop an Area Action Plan for Morecambe, including Central Promenade
- Undertake detailed planning and delivery of the first phase of the Lancaster Square Routes scheme
- Commence delivery of Townscape Heritage Initiative 2 in Morecambe
- Work with partners to develop a brand development plan for the district
- Develop shops and visitor service provision at Williamson Park
- Complete a review of the Museums Partnership and Lancaster Market
- Work with partners to deliver a district programme of events and festivals throughout the district
- Continue to develop Happy Mount Park as a key visitor destination
- Develop a Community Infrastructure Levy (CIL) Framework for the district in support of sustainable economic growth

We will have succeeded if, by 2014:

- Number of visitors to the district is increased and visitor spend maximised
- The profile of the district as a visitor destination is improved
- Retail offer and built environment in Lancaster city centre is improved
- Economic impact of festivals and events is increased
- The attractiveness, accessibility and enjoyment of the district's parks and open spaces for visitors is improved
- A long term sustainable agreement for Canal Corridor North is in place to develop the potential of Lancaster's city centre for both residents and visitors
- An improved future for the district's museums is secured
- An Area Action Plan for Morecambe is in place
- Our rural areas are recognised for their outstanding natural beauty

Housing Regeneration

In January 2011, the council resolved that housing regeneration should be included as a theme in its corporate priorities. Following this Cabinet determined that no changes to budget proposals would be made for 2011 to 2012 but they would draw on existing housing related activity to inform development of the Corporate Plan. Proposals are now being developed for consideration as part of the 2012/13 budget exercise.

In the meantime, the council is continuing its work in a number of housing related areas, 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. Regeneration projects currently identified include Luneside East in Lancaster and Chatsworth Gardens in Morecambe. Both of these major projects require significant funding and the council is focusing on innovative ways to take them forward and working proactively with the private sector.

Once more detailed plans for housing regeneration and the priority actions for the district have been developed, these will be included in the corporate plan for 2012 to 2013.



Prioritising reducing the council's energy costs and increasing income.

The council is committed to tackling the challenges of climate change by focusing on reducing the Council's energy costs and increasing income.

To ensure the success of this priority we are delivering a suite of projects to mitigate climate change and reduce our impact on the environment. Since April 2008 we have successfully reduced our carbon emissions by over 7% through such projects and we continue to deliver savings in this area. Our ongoing commitment is demonstrated by the following agreed carbon reduction targets for the future:

- 3.4% carbon reduction in 2011/12
- 34% carbon reduction by April 2020
- 80% carbon reduction by April 2050



In the next three years we will:

- Deliver the energy efficiency measures included within the 2011/2012 and future Housing Revenue Account Capital Programmes
- Explore opportunities emerging from the Governments proposed "green deal" scheme relating to council houses and a "green deal provider"
- Deliver actions from the Green Fleet Review (commercial vehicles and staff business use) including consultation on and roll out of grey fleet policy and installation of vehicle telematics for council owned small vans
- Commission energy efficiency and energy generation works at Salt Ayre Sports Centre
- Complete a programme of improvements at council buildings including maintenance improvements to both Town Halls and installation of new boilers, together with a feasibility study on the need for secondary glazing at Lancaster Town Hall
- Agree partnership working arrangements to deliver the Property Services Review, including developing Energy Reduction Plans for our buildings
- Develop a business case to make use of feed in tariffs

We will have succeeded if, by 2014:

- CO2 emissions from council activities are reduced
- Council's energy usage is reduced
- Income is generated from energy, including feed-in tariffs
- Income is increased through climate change mitigation and adaptation projects

Fulfilling at least our minimum statutory duties with a focus on keeping the streets clean and safe.

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 and the delivery of, at least, our minimum statutory responsibilities.

This approach ensures that our resources are focussed on these important areas before discretionary areas of spend are considered and will be crucial going forward in identifying further efficiencies and reduced costs in the services we provide.

In the next three years we will:

- Work with partners to deliver services that keep the streets clean and safe (including Street Pride, Community Payback and working with the Community Safety Partnership)
- Deliver responsive and efficient statutory services in accordance with regulatory and service standards
- Deliver City and County Council 'public realm' services, making most efficient use of resources and achieving the aim of keeping the streets clean and maintained
- Deliver the objectives of the Lancashire Waste Strategy 2008 to 2020 'Rubbish to Resources' including food waste collection, bulky household waste collection and increased recycling of litter

We will have succeeded if, by 2014:

- Streets and public spaces are clean
- Our district is safe
- Our local environment is protected by a reduction in incidents of environmental antisocial behaviour (such as climate change, tipping, littering, fly posting, graffiti and vandalism)
- Household waste reused, recycled and composted has increased



Working with partners to reduce costs, make efficiencies and create resilience within the district.

A key part of what we do to ensure that services are delivered in the most cost-effective and efficient way possible is developing opportunities to work more closely with our partners. This is something that we have prioritised and will continue to develop so that we are better able to tackle district-wide issues.

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. The council has been able to continue its support for voluntary, community, faith and arts and culture groups in 2011/ 12 but wants to work with these sectors to consider how to work together in the future to deliver important services.



In the next three years we will:

- Develop the a programme with Lancashire County Council to reduce costs by sharing more of our services
- Support development of an Arts and Culture Partnership
- Work with partners to support the Children's Trust Board and partnership and to develop a Children and Young People's Plan for the district
- Deliver a development/ training programme including training around the community leadership role of councillors
- Work with our public sector partners to deliver a range of innovative approaches to communicate and engage with our communities
- Continue development of a single customer service function through a shared service arrangement for all council services. This will include improved on-line service delivery arrangements and capacity to include external partners

- Work to develop the resilience and capacity in the Voluntary Community Faith Sector to deliver sustainable local services and to maximise the benefits achieved from the council's investment in Voluntary Community Faith Sector
- Implement a shared Revenues and Benefits service with Preston City Council, and work with other partners and stakeholders to help ensure smooth implementation of any future welfare reforms

We will have succeeded if, by 2014:

- The impact of budget cuts across the district is minimised through joint working between partners to deliver efficiency savings
- We have a thriving Arts and Cultural sector supported by stronger and more resilient Arts and Cultural partnership for the district
- We have a strong Voluntary Community Faith Sector with a shared capability and capacity to deliver services for the benefit of the district
- The district Children's Trust Board and partnership is in place and working effectively
- Needs and aspirations of local communities are understood
- Local communities are actively working with partners to improve where they live in ways that matter to them
- Our partnerships produce tangible outcomes that benefit our citizens.

16 Our achievements 2010/11

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. Every year the council produces an Annual Report, which details what has been achieved in the previous year. The Annual Report for 2009 to 2010 can be found [here](#) and the Annual Report for 2010 to 2011 will be published by July.

Some highlights of last year's achievements are set out below and these illustrate just a few of the ways in which the council has made a positive difference in the last year.

- Renovations to Bold Street and Marlborough Road in Morecambe which had some of the poorest housing in the district
- Reduced energy, waste and carbon emissions in council buildings and reduced fuel consumption of our vehicles
- Introduced new cycle routes through the University of Cumbria and one covering 170 miles linking Morecambe with Bridlington!
- 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' and 'Community Payback' schemes
- Worked with other councils and partners to share the services we provide
- Worked in partnership to deliver an innovative project to engage with and improve the quality of life for people who live and/or work in Skerton
- Supported the work of Voluntary, Community and Faith Sector (VCFS) groups and developed positive relationships with diverse and emerging communities
- Restructured council services and developed plans for further efficiencies in anticipation of the lean times ahead
- Achieved budget savings to protect our front line services
- Introduced more efficient use of workspace to reduce costs

Our strategic planning, policy and performance framework provides the council with a way of managing the way we consult with our communities, how priorities and service delivery are determined and how resources are utilised to deliver the things that matter most to our communities.

The council's ambitions must be balanced against the resource constraints that the council faces. The council has a current framework for strategic planning which helps determine what we do and how we use the resources we have to get the best outcomes we can. In line with this we manage our performance on an ongoing basis to make sure we are getting the right results for the district.

Strategic planning

Consultation

The council regularly asks for peoples views on a range of council services in a number of different ways including evaluation forms, questionnaires, letters, emails, telephone and face-to-face, through social media, such as face book and working in schools.

We believe that local people should be at the forefront of decision making. To have your say, join our Community Consultation Register and get involved in future consultations on a range of council subjects. You can get involved in online, postal, telephone or face to face consultation - the choice is yours.

For more information contact the council's consultation officer on 01524 582268, email consultation@lancaster.gov.uk or visit www.lancaster.gov.uk/consultation

Developing priorities

Our priorities are developed by your councillors based on what is known about our district and its communities. Corporate priorities are considered first by Cabinet and then by full Council (all 60 members) where all councillors are involved. Progressing our priorities invariably costs money, and Government funding is expected to reduce over the next few years. The council recognises, however, that council tax bills are a significant burden for many households and therefore we aim to keep council tax increases to no more than 2% for 2012/13 and 2013/14.

Services and activities

The services and activities the council undertakes are linked to priorities set by council but include some areas of work that are statutory or are needed to make sure we can do things in the right way within the appropriate financial, legal and democratic framework.

Through its decision making processes the council will decide what services will be delivered and the activities we will undertake to deliver the priorities that have decided, and within the council tax and budget levels that full Council have set.

Policy framework

The Corporate Plan is a central part of the policy framework stating our key priorities, the actions that are necessary to deliver the priorities and the outcomes we hope to achieve for our district. Underpinning the Corporate Plan the council has specific policies that explain our approach to particular areas of activity and that link to relevant legislation.

Resource management is vital and the council plans carefully how it will use resources wisely to make sure they support delivery of the services that matter to local people, that we get the most value from our budgets, our employees, our land and property and our information and communications technology and that we can plan for medium term challenges.

The key strategies that support our Resource Management Framework (see page 20) are supported by a number of other important policies, strategies and plans that help us to deliver our objectives. These are:

- **Sustainable Community Strategy**
- **Corporate Plan**
- **Local Development Framework**
- **Housing Strategy**
- **Economic Vision/Regeneration Strategy**
- **Community Safety Strategy**

Performance management

Our **Performance Management Framework** explains how we will manage our performance to make sure we can achieve planned outcomes and objectives but also make sure that we address any underperformance and risk quickly and effectively. It involves councillors, senior managers and all staff in considering whether or not performance is on track towards achieving our ambitions.

We manage our performance by setting clear and measurable milestones and targets to track delivery of our priorities through regular monitoring, panel reviews and comparing best practice with other councils. We use this framework to ensure our success in meeting challenges but also to provide evidence of achievement.

In the current economic climate it is more important than ever to provide more with less and to publicly account for both the money we spend and the quality of the services we deliver – our performance framework gives us the tools to do that effectively.

The council recognises the importance of managing our resources (finance, land and property assets, people and information and communications technology) effectively and that this is vital when planning for the future to respond to changes in service demand and new legislation and to balance our aspirations against the resource constraints that the council faces.

Finance

The Government's Spending Review in October 2010 has resulted in unprecedented year on year public spending reductions, as the Government strives to balance its books and tackle its budget deficit. The council's **Medium Term Financial Strategy** (MTFS) is the council's expression of how it plans to balance demands and aspirations against the financial constraints it faces.

The MTFS covers both revenue and capital financial planning, supporting and informing the council's strategic direction as set out in the Corporate Plan by matching available resources to the council's priorities and statutory responsibilities.

It outlines the key financial targets and constraints for the council, together with the financial planning, monitoring and budget setting processes that will be followed in seeking to achieve those targets.

Through the MTFS the council will:

- protect the council's financial standing and avoid volatile or unnecessary fluctuations in the provision of council services;
- deliver a balanced, robust budget;
- help achieve value for money in the use of the council's resources; and
- be transparent about how the council will manage and plan its finances.

As mentioned earlier, the council's key target is to keep council tax increases to no more than 2% for 2013 onwards.

The council will update its MTFS midway through each year, setting out how we will work within the current tight financial constraints to deliver our priorities and manage the key financial and other risks facing the council.

Land and property assets

The **Medium Term Corporate Property Strategy** sets out how the council's land and property assets are managed to meet both the council's current circumstances and the anticipated requirements of customers, staff, legislation and best practice. It is important that efficient and effective use is made of these assets to support the delivery of corporate and service objectives. The Strategy is based on the premise that challenge and review of use, provision and performance is seen as a positive approach to ensuring that assets are fit for purpose and that retention, investment and utilisation is focussed on the needs of the customer and the achievement of the council's corporate objectives.

The council will utilise its assets to facilitate regeneration schemes such as the canal corridor scheme in Lancaster and the promenade in Morecambe. Council land is also being used to facilitate the creation of an urban nature reserve at Edenbreck, Lancaster.

The Strategy is also being used as the basis for reducing the amount of accommodation that the council uses to deliver its services, whilst at the same time ensuring that its stock of buildings is adequately maintained. Four buildings have recently been vacated and the emphasis is on the council providing services from both Lancaster and Morecambe Town Halls. Investment is now being made into both buildings to bring them up to standard in terms of condition and sustainability.

People

We recognise that the council needs to consider its strategic workforce issues within the changing context of public sector working.

We are committed to becoming an "employer of choice" and transforming the council through the skills, knowledge and commitment of our workforce.

The core principle behind how we shape our services is the flexibility of our workforce. We aim to achieve this consistently across all services through robust leadership and management practice and a skilled and knowledgeable workforce that has clarity of purpose in what we are aiming to achieve.

We will collaborate with our partners and exploit technology to ensure we deliver high quality citizen-centred services. This collaborative working will also enable greater flexibility in how we deploy our workforce to achieve our collective public service aims. We will also explore innovative service delivery models in collaboration with others, and develop a more harmonised approach to how we deliver learning and development activities, with the aim of reducing cost and achieving better outcomes.

Our workforce is at the heart of the services we deliver. The quality of service outcomes are intrinsically linked to the competence of our workforce and their motivation to deliver services as “one council”.

Equality and diversity are key building blocks in the development of a diverse, skilled and competent workforce that is committed to delivering responsive citizen-centred services. They lie at the heart of how we employ people, deliver services and collaborate with our partners to help shape the district as a place to live and work.

To this end we will:

- Commit to promoting equality throughout the district as a service provider and internally as an employer
- Commit to ensuring all sectors of the community have access to good quality public services
- Commit to making equality an intrinsic part of the way we act as a service provider
- Commit to provide an adequate level of resourcing to ensure that these commitments are met.

Information and communications technology

Our **Information and Communications (ICT) Strategy** sets out how ICT will support the achievement of our corporate priorities and service objectives.

Key to this is enabling our residents, customers, staff and partners access to information and systems whenever they need it, whilst exploiting new technologies to reduce costs, save energy and improve services.

With this, very much in mind, we are planning to enter into a strategic partnership with Lancashire County Council and British Telecom which will give us access to additional skills and make best use of available resources.



The council

We have 60 elected Members who are democratically accountable to residents in their Ward and the citizens of the district as a whole. Collectively the councillors form 'full Council' with responsibility for adopting the council's constitution which sets out how the council operates, how decisions will be made and the procedures that must be followed to ensure that these are efficient, transparent and accountable to the district. Full Council is also responsible for approving our policy framework including the council's priorities, Corporate Plan and setting of budget and Council Tax levels. The council elects members to its committees and the Mayor, and Deputy Mayor, and the Leader of Lancaster City Council.

For more information about the council and a full A-Z listing of council services, visit our website www.lancaster.gov.uk.

Governance and decision making

Decisions within the policy framework and budget set by council are made by our Cabinet of up to 10 members who will be chosen by the leader of the council. Key decisions to be discussed or made are published in the leader's Forward Plan where these can be anticipated. Cabinet meetings are open to the public except where personal or confidential matters are being considered.

An Overview and Scrutiny Committee holds Cabinet to account and can challenge the decisions it makes. The Overview and Scrutiny Committee allows residents a greater say by holding public reviews/inquiries into matters of local concern and carry out activities that support the work of Cabinet and the council as a whole.

There are some decisions that as a matter of law cannot be taken by Cabinet and there are standing and regulatory committees to deal with these including Planning, Licensing, Personnel and Audit.

These committees form part of our corporate governance framework, the effectiveness of which is the responsibility of Audit Committee. These arrangements comprise all the systems and processes, culture and values, that ensures we are doing the right things, in the right way and for the right people in a timely, inclusive, open, honest and accountable manner.

The Audit Committee reviews these arrangements annually and it also has responsibility for approving the council's annual accounts, once they have been checked by the council's external auditors.

The council is committed to open governance which means that all our meetings wherever possible, are open to the public and agendas and decisions are posted on the website.

We believe that local people should be at the forefront of decision making. To have your say, join our Community Consultation Register and get involved in future consultations on a range of council subjects. You can get involved in online, postal, telephone or face to face consultation. You can also speak at Council, Planning Committee, Overview and Scrutiny Committee and Cabinet meetings.

The council recognises that good governance leads to good management, good performance, good stewardship of public money, good engagement with the community and, ultimately, good outcomes for our residents. We take this responsibility seriously, undertaking a review and reporting on the effectiveness of these arrangements annually and making recommendations for improving any significant issues.

Services

Together, around 950 staff provide a wide range of quality services including rubbish and recycling collection, planning and building control, housing and homelessness, environmental health, car parking, leisure and sport, economic development, tourism, events, licensing, benefits, council tax collection, support for the community and voluntary sector.

All of these, and a lot more, are delivered and supported by the following eight Services:

- **Community Engagement**
- **Environmental Services**
- **Financial Services**
- **Governance**
- **Health and Housing Services**
- **Information Services**
- **Property Services**
- **Regeneration & Policy**

Our staff provide advice and support to the public and elected members, implement decisions and manage the day-to-day delivery of our services. There are also officers who have a statutory duty to ensure that the council acts within the law and uses its resources wisely. A protocol governs the relationship between staff and elected members.

Partnership working & community leadership

Outcomes

- Services that matter prioritised
- Efficiency savings achieved
- The voluntary, community and faith sector will have capacity to deliver services for the district
- Key partnerships working effectively
- Local communities actively working to improve where they live

Actions

- Develop a joint public sector approach to delivering services
- Shared services programme with Lancashire County Council
- Ensure our key partnerships work effectively
- Engage with our communities
- Work with the voluntary, community, faith sector to deliver local services

Climate change

Outcomes

- CO2 emissions from council activities reduced
- Council's energy usage will have reduced
- Council will generate income from energy

- Income generated through climate change mitigation and adaptation

Actions

- Energy efficiency measures for housing and vehicles
- Improvements to council buildings
- Increase income from energy recycling projects



“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 seaside resort recognised as vital and vibrant and 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.

Economic regeneration

Outcomes

- A vision for energy infrastructure
- More tourists coming to the district and tourist income is maximised
- Improve the district as a place to visit
- Improved cultural, retail and tourism offer
- Recognised as a visitor destination

Actions

- Promote nomination for nuclear new build
- Support national infrastructure development
- Improve public realm, parks and open spaces
- Maximise cultural, heritage and retail offer

Statutory responsibilities

Outcomes

- Streets and public spaces are clean
- Our district is safe
- Our local environment is protected
- Increased household waste reused, recycled and composted

Actions

- Actions to increase amount of household waste re-used, recycled and composted
- Deliver services that keep our streets safe
- Deliver public realm services that keep our streets clean
- Deliver statutory services to ensure minimum standards are met

Our performance at a glance

Priorities

	Economic regeneration	Climate change	Statutory responsibilities	Partnerships
Key outcomes for our community	<p>Energy Coast</p> <ul style="list-style-type: none"> A shared vision will be in place for the district's contribution to the nationally important energy infrastructure <p>Visitor Economy</p> <ul style="list-style-type: none"> 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 	<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 	<ul style="list-style-type: none"> Streets and public spaces are clean Our district is safe Our local environment is protected by a reduction in incidents of environmental antisocial behaviour 	<ul style="list-style-type: none"> Services that matter most to our communities will be prioritised Efficiency savings will be achieved through joint working The voluntary, community and faith sector 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
Key actions What we will do	<p>Energy Coast</p> <ul style="list-style-type: none"> Promote nomination for nuclear new build Support national infrastructure development <p>Visitor Economy</p> <ul style="list-style-type: none"> Improve public realm, parks and open spaces Maximise cultural, heritage and retail offer 	<ul style="list-style-type: none"> Energy efficiency measures for housing and vehicles Improvements to council buildings Increase income from energy recycling projects 	<ul style="list-style-type: none"> Actions to increase amount of household waste re-used, recycled and composted Deliver services that keep our streets safe Deliver public realm services that keep our streets clean Deliver statutory services to ensure minimum standards are met 	<ul style="list-style-type: none"> Develop a joint public sector approach to delivering services Shared services programme with Lancashire County Council Ensure our key partnerships work effectively Engage with our communities Work with the voluntary, community, faith sector to deliver local services
Our 2011/12 Success Measures	<p>Energy Coast</p> <ul style="list-style-type: none"> Heysham nominated for nuclear build Proposals for upgrade of the national grid commenced (towards determination by 2014) <p>Visitor Economy</p> <ul style="list-style-type: none"> Visitor numbers increased Visitor spend increased Visitor enquiries increased 	<ul style="list-style-type: none"> Average Standard Assessment Procedure (SAP) rating of 72 in council housing homes Annual reduction in carbon emissions from the Council's operations of 3.4% towards 80% cut by 2050 Reduce energy costs across Lancaster City Council owned buildings Increased income from climate change initiatives and projects 	<ul style="list-style-type: none"> Improved perception of people who live in, work in or visit the District that streets and public spaces are clean and safe Incidents of environmental antisocial behaviour (such as climate change, fly tipping, littering, fly posting, graffiti and vandalism) are reduced Increased % of household waste re-used, recycled or composted All statutory service requirements are met 	<ul style="list-style-type: none"> Savings/ efficiencies from joint working Service delivery arrangements in place with VCFS partners Number of local residents satisfied with council services Savings and efficiencies from on-line customer service delivery Number of diversionary activities delivered

