

Action	Comments
Priority: Clean, Green and Safe Places	
Outcome: Council's energy usage is reduced	
Implement energy efficiency measures for council buildings, housing and vehicles	A number of schemes are underway to improve energy efficiency across the council including the implementation of solar panels on council-owned buildings and the capital programme
Complete council buildings improvement programme	Progress being made against current improvement programme but importantly, conditions surveys now underway to inform scope and prioritisation of works needed in future
Consider how best to manage the council's future energy requirements	Being appraised through Property shared service arrangements and in conjunction with other services
Deliver the energy efficiency measures within the planned and capital programme for council housing	Budget for 2012/13 is £460,000. Replacement of gas central heating boilers that are coming to the end of their useful life, where breakdowns are frequent and parts are difficult to obtain. Budget £400,000; Spend @ 11/09/212 £113,558. Replacement of communal boilers with high efficiency boilers at Kingsway Sheltered Housing Scheme. Budget £60,000, work progressing. Programme on track
Deliver energy efficiency works at Salt Ayre Sports Centre	Solar panels installed and continued reduction in energy consumption
Deliver actions to reduce the fuel consumption of council fleet	Work is ongoing to ensure waste collection rounds are planned in the most efficient way. Trial of tracking system taking place
Outcome: Income generated from energy, including solar technology	
Deliver opportunities arising from Government "green deal" scheme, including solar technology	The Green Deal as it is currently configured does not present any opportunities to the council as a housing landlord properties with high levels of energy efficiency measures already in place with an average SAP (2005) rating of 71.5. Current programme of installation of solar panels of blocks of council flats coming to completion
Outcome: Income generated through climate change mitigation and adaptation projects for reinvesting into the invest to save fund	
Deliver the objectives of the Lancashire Waste Strategy 2008 – 2020 to increase amount of household waste re-used, recycled and composted	2011/12 41.6% of all household waste collected was reused, recycled or composted. A comprehensive recycling scheme is available district-wide. Over 60% of bulky household waste collected is reused or recycled. Work is taking place to ensure that householders make full use of the arrangements that are in place
Outcome: Our district is safe	
Fund Police and Community Support Officers (PCSOs) for 2012/13	9 PCSOs part-funded for 2012/13

Action	Comments
Priority: Clean, Green and Safe Places	
Outcome: Our streets and public spaces are clean	
Work with partners to deliver services that keep our streets clean and safe	Street pride programme agreed for 2012/13 Public realm agreement with County is in place Council contributes to community payback scheme Council contributes to funding of PCSOs and contributes funding and support to the Community Safety Partnership Council funds CCTV in town centres
Implement agreed actions for public realm with an emphasis on street cleansing and improvement of open spaces	The agreed actions have been implemented
Improvements to parks and open spaces	Williamson Park cafe redecorated including externally with new menu and longer opening. Use of memorial more diverse. A new attraction introduced at Happy Mount park and improvements made to splash park. Excellent links are in place with volunteers at Williamson Park and Regent Park, where increased involvement of staff saw new activity sessions introduced
Outcome: Residents have pride in their local area	
Support the provision of more allotment plots	Policy and allocations included in Draft Local Plan published for public consultation in October 2012
Deliver positive leisure activities for young people	Central to programme of sport and physical activity team - impact of Olympics has helped - similarly with relationship with schools and clubs
Through Take Pride and marketing activity, increase awareness of social responsibility and opportunities to contribute to our clean, green and safe places	The litter and dog fouling campaigns as well as Street Pride all come under the Take Pride banner. Listening Days have been held and Phil the Bin character has been out at a range of events to raise awareness

Action	Comments
Priority: Community Leadership	
Outcome: Increased participation in public consultations	
Review the council's use of customer insight to inform and shape services and create efficiencies	An update report will be presented to Management Team in October
Work to develop increased online service delivery options and engagement via social media	<p>The online service delivery group is currently focussing on the following projects:</p> <ul style="list-style-type: none"> • Online ticketing and booking • CRM developments • Increasing use of online payments <p>Management Team have approved development of a mobile website</p> <p>The council is broadening its use of social media and web channels to inform and communicate with individuals and communities. Partners continue to contribute to the council e- newsletter. A tourism businesses e-newsletter, Platform and Holiday activity e-newsletter and Salt Ayre Facebook Page. Tweeting and Facebook are used as standard now</p>
Work with public sector partners to communicate key messages and information locally	The communications function continues to work closely with partners on key messages eg Family engagement; via e-newsletter, via website. This summer produced a joint holiday activity programme in partnership with the Childrens' Trust
Outcome: Better understanding of communities and needs so that services that matter most to our communities will be prioritised	
Develop a programme around the community leadership role of councillors	KEEP IT REAL steering group established now. Commenced with first meeting held on 2 July 2012. Next meeting to be held on 4 October 2012
Develop and implement 2012 engagement plan in partnership, where appropriate, to inform member decision making	The joint engagement exercise has been agreed and a joint questionnaire focusing on family was published on 17 September. The results will be used to inform budget setting
Outcome: Council's financial standing maintained to support future service delivery and planning	
Maintain resilience in emergency planning	All actions on target. All services business continuity plans have been recently reviewed.
Review local tax collection and recovery arrangements in response to welfare reforms and BID proposals	Awaiting outcome of welfare changes and BID proposals - nothing further to progress at this stage
Meet all accountability and transparency requirements	Statement of Accounts and Annual Governance Statement approved at Audit Committee on 19th September
Consider the implications of Council tax, benefits and business rates proposals	Underway - will be addressed as part of 2013/14 budget

Action	Comments
Priority: Community Leadership	
Outcome: Efficiency savings and service improvements achieved through joint working and shared services	
Implement and develop shared Property Service with Lancashire County Council	Underway
Outcome: Local communities will be actively working with partners to improve where they live, in ways that matter to them	
Work with public sector partners to deliver a range of innovative approaches to communicate and engage with our communities	<p>The joint public sector family engagement project is underway and will inform budget making and inform decision making within and between organisations.</p> <p>A number of Take Pride campaigns have been developed in partnership – see Take Pride action below</p> <p>The council is broadening its use of social media and web channels to inform and communicate with individuals and communities. Partners continue to contribute to the council e- newsletter. A tourism businesses e-newsletter, Platform and Holiday activity e-newsletter and Salt Ayre Facebook Page. Tweeting and Facebook are used as standard now.</p>
Through Take Pride and marketing activity, increase awareness of social responsibility and opportunities to contribute to their communities and the district as a whole	<p>A number of Take Pride projects have been taken forward by the city council and, in some cases its partners, including:</p> <ul style="list-style-type: none"> • Voluntary sector awards with the CVS • Take Pride listening days, held jointly with a range of organisations, have taken place across the district. • Take Pride promoted at festivals • Take Pride Community Fund • Take Pride - Just Bin It • Take Pride in Family - joint public sector engagement project • Take Pride in where you live (Visit Card) • Take Pride page established on council website directing people to ways in which they can get involved • Meetings held with a number of partners to encourage support including Chamber, arts partners and university
Ensure our key partnerships are working effectively	Partnership Evaluation Toolkit has been streamlined for easier use. Scorecards developing for existing partnerships. Evaluations of the Council's key partnerships will be undertaken in early 2013

Action	Comments
Priority: Community Leadership	
Outcome: The voluntary, community and faith sector (VCFS) have capacity to deliver services for the district	
Work to develop the resilience and capacity of the VCFS to deliver sustainable local services	Take Pride Community Fund, which supports a range of VCFS sustainable activities is launched and bidding underway. Commissioning arrangements for the council's investment in VCFS are underway with engagement work taking place currently. Outline proposals for VCFS infrastructure partnership are being consulted upon with partners. Ongoing engagement with the Voluntary Sector Forum has begun
Outcome: The Children's Trust, Community safety and the Arts and Culture Partnerships in place and working effectively	
Work with partners to support the Children's Trust Board and partnership and develop a Children and Young People's Plan for the district	Children's Trust Board and Partnership in place and working effectively. Children and Young People Action Plan 2012 - 2013 developed and agreed. City Council produced holiday activity programme on behalf of itself and Children's Trust Board providing customers with a one stop shop at a glance guide to what's on for young people
Support Community Safety Partnership and new arrangements around Police and Crime Commissioners (PCC's)	Community Safety Partnership and supporting groups in place and working effectively. Monitoring of policy of expected impact of changes relating to PCC's ongoing with detailed information expected following November elections

Action	Comments
Priority: Economic Growth	
Outcome: Lancaster district's recognition as a visitor destination is enhanced	
Support arts in the district working with the Arts Partnership	Officers continue to attend Lancaster Arts Partnership meetings and work closely with partners over Service Level Agreements and as importantly, the general arts development work. From a tourism and events perspective, working alongside partners in the development of a range of events and tourism marketing opportunities to meet the objectives set out in the Corporate Plan, including Arts City and Light up Lancaster, Lancaster Unlocked and funding for Kite
Complete the review of the Museums Partnership	Review of partnership complete - report to Cabinet meeting in October expected
Outcome: Local Authority partners will be working together to develop plans for economic growth aligned to nationally important energy and Heysham/M6 transport links	
Develop and deliver planned elements of the Project Management Plan for the national grid infrastructure project	Decision due on strategic route options shortly. Work commencing on environmental scoping for route corridors
Develop proposals for Connecting the Heysham Gateway	Further investment dependent on positive decision for Heysham/M6 Link
Develop a framework for Community Infrastructure Levy to secure funding contributions for local infrastructure	Initial work finds Community Infrastructure Levy non viable in current economic circumstances
Outcome: More tourists coming to the district and tourist income is maximised	
Work with the private sector to develop proposals for city centre development in Lancaster	Development agreement extended for Canal Corridor North
Prepare and agree an Area Action Plan for central Morecambe	Part of Draft Local Plan published for consultation in October 2012
Work with partners to develop and deliver events and festivals throughout the district	Success of olympic torch relay also enabled city centre cycle race and various aquatic sports to take place for the first time. The Seaside Festival was a huge success with more than 25,000 people attending, with funding support from MTC and support from the emergency services before and on the day. Working with Duchy and arts partners to develop and extend Fireworks Spectacular into a multi day event. Currently developing Visitor marketing Plan and working with partners in the development of a range of festivals and events for 2013 that will support the objectives of increasing visitor numbers, spend, bed nights and reputation

Action	Comments
Priority: Economic Growth	
Outcome: The attractiveness of the district as a place to visit is improved	
Develop and deliver a campaign to encourage film and broadcast companies to the district	Williamson Park received national television coverage as did HMP. Morecambe promenade and the Platform featured strongly in a major television drama documentary. Other successes include Turn Back Time. Press office continues to coordinate and take advantage of all opportunities. A dedicated campaign will be undertaken when resources allow
Work in partnership to develop and deliver a tourism marketing plan for the district and its attractions, particularly focused on staying visitors	2013 Visitor Marketing Plan in development with input from partners including Marketing Lancashire, Museums, LAP, AONBs, Duchy, and university
Continue to deliver Lancaster Square Routes scheme	Projects on hold whilst capital programme frozen due to Judicial review of Booths decision
Outcome: The district's cultural, retail and tourism offer is maximised	
Develop and agree a tourism marketing brand for the district	Lancashire County Council have agreed to jointly fund and we will be invited tenders of interest with a view to the engagement exercise beginning late Autumn
Continue to develop and market Happy Mount park as a key visitor attraction	Dialogue with a concessionaire has resulted in the development of a new major attraction which has proved extremely successful this summer. The splash park has had improvements to filtration system installed. Customer feedback surveys in place. Some issues with volunteers and maintenance of park. Happy Mount Park continues to be marketed as a key visitor attraction within the district Visitor Marketing Plan, including Visitor Information Centre support
Develop retail and visitor service provision at Williamson's Park	Retail sales continue to increase as does sales in the cafe. Despite structural issues with buildings the park continues to attract high numbers of visitors and locals alike. Popular wedding destination and has received national television coverage
Outcome: Local authority partners working together to develop plans for economic growth aligned to nationally important energy and Heysham M6 transport links	
Develop a framework for Community Infrastructure Levy to secure funding contributions for local infrastructure	Initial work finds Community Infrastructure Levy non viable in current economic circumstances

Action	Comments
Priority: Economic Growth	
Outcome: Employment opportunities are created by development of energy infrastructures which may include offshore wind, renewables and bio-mass	
Develop clear land allocation and development management policies for a new nuclear power station at Heysham	Draft Local plan published for public consultation in October 2012
Promote offshore wind, renewable energy and bio mass opportunities in the district	Full engagement in Walney Extension project has begun
Work with strategic partners to bring forward proposals for a science park adjacent to Lancaster University	Consultants engaged for viability assessment work with Lancashire County Council and University
Develop apprenticeship programmes	<p>5 apprentices have now been appointed with a further two posts in the recruitment phase. The apprenticeship programme is also augmented by the 6 craft Apprentices which the Council is joint funding as part of the partnership with HT Forrest. The apprenticeships are :</p> <ul style="list-style-type: none"> • Marketing/Events • Vehicle Maintenance • Human Resources • Grounds Maintenance x 2 <p>The other 6 Craft Apprenticeships are:</p> <ul style="list-style-type: none"> • Plumbing x 2 • Joinery x 2 • Plastering x2
Outcome: The district's local heritage is protected	
Commence delivery of Townscape Heritage Initiative 2	Project underway
Work with the Duchy to consider options for the long term use of Lancaster Castle	Officers from across Regeneration and Tourism/Events have met with the Duchy and those discussions will continue. The Duchy are expected to be a partner in this year's Fireworks Spectacular and regeneration, tourism marketing and events are working closely with them on a range of projects including branding, events and visitor marketing

Action	Comments
Priority: Health & Wellbeing	
Outcome: Enhanced quality of life of local residents through access to good quality housing	
Bring empty properties back into use	14 empty properties returned into use to date via intervention by Health & Housing Service
Planning for sufficient, good quality housing across the district	Draft Local Plan published for public consultation in October 2012
Deliver social and affordable housing schemes	Green field sites included in Draft Local Plan with capacity to deliver more affordable contributions
Work with the voluntary sector to reduce rough sleeping in the district	In conjunction with Faith/Voluntary Sector organizations a Complex Needs Panel is being established and the National initiative 'No Second Night Out' is being launched in Lancaster on 12 November. It is anticipated that this will reduce number of rough sleepers across the district
Undertake measures to tackle homelessness	Prevention initiatives continue to be very successful. This has resulted in Homeless acceptances being 60% ahead of target for this year
Complete housing schemes in the West End	Project devised and in process of being costed. Funding allocation from HCA required match which is not currently available
Deliver the council housing planned maintenance and capital programme	The 2012/2013 programme includes kitchen/bathroom refurbishment; electrical rewiring; boiler replacements; fire precaution works; and disabled adaptations; external refurbishment; re-roofing; environmental improvements. Budget £3.8m; Committed £2m; Spend @ 11/09/2012 £637,000. Programme on track
Deliver improvements in private sector housing via enforcement and support	The delivery of all initiatives covering both the owner occupied and private rented sectors continue to be very successful. Total number of improved homes is currently 50+% ahead of this year's target
Outcome: Health and wellbeing improved and mortality rates reduced for vulnerable people in the district	
Work with partners to develop an air quality strategy for the district	Air quality officer in post and working to progress project plan for the strategy.
Deliver effective environmental health services	On target to achieve business plan objectives. Some high profile enforcement work has been very resource intensive this summer
Develop strategic health and wellbeing arrangements in the district	The local health and wellbeing partnership is awaiting publication of the county wide strategy, which has been slightly delayed and is expected by December 2012. Therefore, the district strategy is now unlikely to be in place until March 2013

Action	Comments
Priority: Health & Wellbeing	
Outcome: Impact of welfare reforms managed well so to avoid any unnecessary impact on local communities	
Work with partners to prepare for Government's welfare reforms	Public consultation underway (as reported to Cabinet in September).
Outcome: The health and wellbeing of local residents of all ages is improved by participating in sports and leisure activities	
Work with public sector partners to deliver health and leisure activities for children and young people and older people	Maximum numbers of attendance at revised approach to providing holiday programmes and success of Active health programmes accommodates well the need of the elderly. Again, efficient programming enables inclusive participation
Provide leisure and entertainment facilities	Sports Centre and three swimming pools. museums, parks, entertainment venue and as importantly the effective programming behind these facilities continue to draw success - recognised good practice as referred to by neighbouring authority
Through the Take Pride campaign and opportunities arising from the Olympic year, raise the profile and importance of involvement in sport and leisure activities	Marketing to support this objective continues including development of a Go Card to encourage involvement