

1. OUR VISION:

Our district wide aim is that by :

“Promoting city, coast and countryside, we will achieve lasting opportunities for all in a safe and healthy district that’s proud of its natural and cultural assets.”

- **In Morecambe** this means a seaside town recognised as vital and vibrant in an exceptional natural setting with a sustainable economy and a stable resident community.
- **In Lancaster** this means being recognised as a nationally and internationally important university city with an envied quality of life, rich heritage, strong economic opportunity and social cohesion.
- **In our Rural Areas** this means a sustainable quality of life that protects communities and precious landscapes while providing the economic opportunity to flourish.

What Matters to our Community?

The Lancaster District Local Strategic Partnership (LSP) brings together people and organisations whose efforts and ideas affect the lives of those around them and includes the main public, business, voluntary and community bodies. It has consulted extensively with the people of this District who have identified a number of ‘themes’ as being of vital importance to the life of this district. These themes provide the framework for the Community Strategy and the 2020 vision which we have put at the heart of our plans.

Those themes are:

- | | |
|---------------------------------|--------------------------------------|
| ▪ Meeting Essential Needs | ▪ Fun, Creativity and Leisure |
| ▪ Taking Part | ▪ Using Resources Wisely |
| ▪ Care and Respect for Everyone | ▪ Protecting Wildlife and Landscapes |
| ▪ Life Long Learning | ▪ Economy and Work |
| ▪ Travel and Access | ▪ Positive Planning and Development |

What Can the Council do?

Lancaster City Council's role is:

- to provide community leadership to help the district address the major issues it faces;
- to provide the services that we are responsible for that contribute to meeting people's needs.

We aim to ensure all our activities fit with this role and to that end, each of our policies, spending decisions and work programmes, as well as every course of action we take, should clearly contribute to at least one of the following:

1. Representing our communities' interests within the district, regionally, nationally and in Europe.
2. Bringing communities and agencies together to work in partnership to address the major issues affecting the district.
3. Providing a range of customer focused services, within the City Council's remit, that meet the needs of people who live, work and visit the district.
4. Improving, on a continuing basis, the services that the Council provides.
5. Putting our citizens, residents and users of our services at the heart of everything we do.

Local Government in our district is made up of three 'tiers':

- Lancashire County Council
- Lancaster City Council
- Parish Councils

The City Council spends approximately £80m a year on services to our community and are committed to seeking even more ways to work in partnership to maximise the positive impact we can have on the quality of peoples lives whilst at the same time spreading the cost of service improvement – ensuring we provide high quality, value for money services. Of course, making lasting improvements does take time, resources and commitment.

A large number of our services are statutory; we must provide them and we are committed to providing them to the highest standard possible within the resources available. However, all resources are inevitably finite – that means if we want to fulfil our statutory obligations and deliver our own priorities without raising Council Tax excessively then there are things we cannot do, for example, we do not envisage a major expansion of our capital programme.

Working in partnership with the County Council, Parish Councils, and other public, voluntary, and private sector organisations will enable us to deliver real improvements in our District. At times it will be right for us to step back and let other organisations and partnerships take the lead.

It is vital that we allocate our budget and resources where they will have the greatest impact. In doing so we are committed to consulting widely with all sections of the community, including young people, students and 'hard to reach groups, to ensure that we continue to spend the money we have on the things you have told us are important to you.

We are fortunate to live and work in a diverse district but also recognise that this in itself can present some challenges. We will balance the differing needs of all parts of our district to address inequalities and ensure that the decisions we take meet the needs of all our communities.

The Council's Core Values

Our core values provide us with a clear and explicit set of principles which are fully integrated into the Council's services and ways of working and are committed to by everyone in our organisation. These shared values help to provide us with a common sense of identity during periods of change.

Our values are:

Putting the Needs of the Public First

We will treat everyone respectfully and professionally and provide services that respond to changing needs.

Community Leadership and Partnership

We will bring the community together to deal with the major issues facing our District and work with our Partners to deliver real improvement.

Improving Services

We will constantly seek to improve the services that we provide to the community.

Equality of Opportunity

We're committed to treating everyone equally and providing services which recognise different needs within our community and aim to reduce inequalities.

Open, Responsive and Accountable Government and Sound Decision Making

We want transparent decision-making, public consultation, two-way communication and public involvement so our services meet the needs of our citizens.

Sustainable Development

We consider the long-term impact of our decisions on the environmental, social and economic make-up of our District.

Sound Financial Management

We are committed to effective, efficient and prudent management of the Council's financial affairs

Good employment practice

We are committed to high standards of employment practice.

Our priorities

We are a large organisation with an immense range of activity. Our priorities help us focus on the things we need to do and provide clarity and focus to help us deliver real and lasting improvements.

Once again this year we have reviewed those priorities and have identified those areas where we need to make the greatest impact. These are the Council's priorities and they will guide our work and investment over the next three years.

1. To deliver value for money, customer focused services.

Coalition Cabinet Priorities: 1.1, 1.3, 2.7, 3.2, 3.4, 3.5, 3.10, 4.2, 4.3



2. To make our district a cleaner and healthier place.

Coalition Cabinet Priorities: 1.2, 2.1, 2.2, 2.5, 3.2, 3.6, 3.7, 3.8



3. To reduce crime and the fear of crime.

Coalition Cabinet Priorities: 2.2, 2.3, 2.11, 3.5, 3.6, 3.8, 3.9



4. To lead the regeneration of our District.

Coalition Cabinet Priorities: 2.4, 3.1



5. To support sustainable communities.

Coalition Cabinet Priorities: 1.3, 2.2, 2.3, 2.5, 2.8, 2.9, 2.10, 3.3, 3.4, 3.5, 3.7, 3.11, 4.4, 4.5, 4.6



6. To continue to improve the Council.

Coalition Cabinet Priorities: 1.3, 2.6, 2.7, 4.1, 4.2



Note: The Cabinet's priorities will be attached as an Appendix to this Plan when finalised.

OUR PRIORITY

To deliver value for money, customer focused services.

Responsible

Link to the Community Strategy

Why is it a priority?

The Council is committed to keeping Council tax rises to a maximum of 5% over the coming two years in order to meet the targets set out in its Medium Term Financial Strategy.

It has also comprehensively reviewed its future approach to the delivery of services to its customers and decided that all of its telephone and face to face services, wherever possible, will be delivered through Customer Contact Centres in Lancaster and Morecambe.

The Council is also currently reviewing its future accommodation needs as part of the ongoing Access to Services Review.

Priority Outcome

KPI

Key Joint Strategies and Partnerships

As with last years Corporate Plan, future drafts of the Corporate Plan will develop priority outcomes and 'key performance indicators'

These are due for consideration at Cabinet on 21st March

OUR PRIORITY

To make our district a cleaner and healthier place.

Responsible

Link to the Community Strategy

Why is it a priority?

Residents have told us that they want us to reduce litter, dog fouling, fly-tipping, provide better waste disposal and cleaner streets. 38% of residents identify street cleanliness as the thing which most needs to improve in our district. Residents satisfaction with street cleanliness has reduced overall since 2000. Over 78% of residents are satisfied with recycling facilities, but have challenged us to set more stretching targets.

Priority Outcome

KPI

Key Joint Strategies and Partnerships

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OUR PRIORITY		
To reduce crime and the fear of crime.		
Responsible		
Link to the Community Strategy		
Why is it a priority?		
<p>Tackling crime, the fear of crime and anti-social behaviour are of paramount importance to the public and are identified within the Community Strategy as key priorities. There was an overwhelming response to the consultation, which identified priorities for the Anti-Social Behaviour Strategy. The Council needs to do more to mainstream community safety effectively within Council Services and make best use of new enforcement powers. Consultation shows that fear of crime and anti-social behaviour has increased. 65% of residents think that a low level of crime is the most important thing in making somewhere a good place to live.</p>		
Priority Outcome	KPI	Key Joint Strategies and Partnerships
<p><i>As with last years Corporate Plan, future drafts of the Corporate Plan will develop priority outcomes and 'key performance indicators'</i></p> <p><i>These are due for consideration at Cabinet on 21st March</i></p>		

OUR PRIORITY

To lead the regeneration of our District.

Responsible

Link to the Community Strategy

Why is it a priority?

Consultation tells us that 22% of people in the district think that what most needs improving in the area is better employment prospects. Consultation on the Community Strategy placed this issue in the top five priorities identified. Also strongly identified was the need to further revitalise the West End of Morecambe. Across the district community businesses should be encouraged as well as inward investment.

Priority Outcome

KPI

Key Joint Strategies and Partnerships

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OUR PRIORITY

To support sustainable communities.

Responsible

Link to the Community Strategy

Why is it a priority?

Lancaster district has a sizeable private rented sector and a large student population which places heavy demands on accommodation in the city. Morecambe has pockets of unfit housing and an over-supply of multiple occupancy and privately rented properties. Levels of homelessness are of concern and as the Council Housing stock continues to reduce it is essential to work with partners to develop solutions. Improving housing throughout the district by providing affordable housing for young people and families in order to secure sustainable vibrant urban and rural communities is a high priority.

Priority Outcome

KPI

Key Joint Strategies and Partnerships

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OUR PRIORITY		
To continue to improve the Council.		
Responsible		
Link to the Community Strategy		
Why is it a priority?		
<p>The Council's Improvement Plan provides a clear direction for the Council to go forward. The Plan is acknowledged as ambitious but much has already been achieved. We recognise there is still much more we can be doing to improve our organisation.</p> <p>We have a professional, committed work-force. When staff know what is expected of them, feel listened to, and appropriately skilled they will be more satisfied with their job. Further, there is a demonstrable link between staff satisfaction and improvement in service and Council performance. As one of the largest employers in the district it is right that we maximise our most valuable resource, our staff, for the benefit of the District.</p>		
Priority Outcome	KPI	Key Joint Strategies and Partnerships
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