



# Corporate Plan 2013 -14

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# 3 Our Core Purpose, Values and Vision

## Our Core Purpose

The role of the council is to:

- Provide the democratic leadership, with high ethical standards, needed to help the district address the major issues facing it
- Bring communities and agencies together to work in partnership to address the major issues affecting the district
- Provide a range of customer 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

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

**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

**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

## Our Vision

**“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 vital and vibrant seaside resort recognised 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.

The council has four priorities for 2013-2014. These are:



## Economic Growth

Lancaster district has exceptional opportunities to develop its economy relating to energy including nuclear and renewable energy; the knowledge sector developing around Lancaster's two universities; and the Visitor Economy, capitalising on the district's outstanding culture, heritage and entertainment offer, its beautiful coastline and stunning natural landscapes.

The council's actions for the next three years will seek to develop these opportunities and help to secure economic benefits through new jobs and business growth, including support for new energy and transport infrastructure and the nuclear nomination for Heysham. Work to improve the attractiveness of central Morecambe and Lancaster's heritage assets, public spaces and retail offer is underway. In the district's rural areas the aim will be to improve the focus of their tourism identities. A range of high impact festivals and events will provide economic opportunities across the district. The council will continue to engage with economic partners, including the Lancashire Enterprise Partnership, to develop the economy of the district.

## Health & Wellbeing

A range of actions to support the positive health and wellbeing of residents in the district have been identified. This includes continuing work to improve the quality and availability of housing, including council housing stock and building new one bedroomed properties, housing renewal, particularly in the West End of Morecambe, and improvements in the private rented sector. As part of the statutory planning process, the council will allocate land for housing purposes and will seek opportunities to include new affordable housing as part of the development plans.

The council will continue to work with partners as part of the health and wellbeing partnership to improve the health outcomes for our citizens. The council intends to take action to improve health, for example, by providing access to sports and leisure activities and supporting measures to keep vulnerable people warm in their homes. Actions to tackle homelessness and rough sleeping in the district are planned.





## Clean, Green & Safe Places

Lancaster district has much to offer. To ensure that it maintains and builds upon its reputation of being clean, green and safe, the council will encourage local communities and individuals to *Take Pride* in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

The council will continue to undertake activities to increase levels of recycling and composting and the reduction of energy costs and carbon emissions and will develop a Renewable Energy Strategy to plan for future energy efficiencies. The council will continue to achieve further energy efficiencies and reductions in carbon emissions by delivering improvements to council buildings and vehicles and making use of solar technology to reduce energy and create income.

The council will work together with partners and communities to deliver a range of community safety initiatives aimed at making our streets clean and safe.

## Community Leadership

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. 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. This will help us to support our key partnerships to ensure they are really effective and can deliver the outcomes the district needs.

The role of our ward councillors is vital in engaging with communities and working with community groups and individuals to make a difference through a wide range of initiatives in local areas. Community pride is a key theme that has emerged from our local engagement work and the council wishes to support local groups and communities to become involved locally, improving where they live in many ways so that they can *Take Pride* in their local areas and the communities around them.

The council will work with partners to achieve efficiencies and protect the services that matter by taking a joint approach where this is effective. The council continues to support voluntary, community, faith and arts and culture groups and will work with these sectors to consider how together we can ensure important services for the district are delivered.



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

The following themes underpin our stated Corporate Priorities:

## Working Together in Partnership

It is recognised that the council is working together more and more with partners and with the community as well as internally across the council. This has become an important way of doing business and is likely to be crucial in delivering local services efficiently, effectively and sustainably in the future. In this context it can be seen that **Working Together in Partnership** is an increasingly important way of working that cuts across all operational areas and service delivery.

## Managing the council's Resources

Given budgetary and resource pressures and the expectation that these pressures will increase in the coming years, it is more important than ever that the council can manage its operations and its resources efficiently and effectively. This means getting the most from council assets and resources, maximising the potential of staff, increasing income, reducing waste and improving effectiveness without raising costs. **Managing the council's Resources** effectively is important in delivering all operational areas and service delivery.

## Environmental Sustainability

In delivering its services the council will take advantage of opportunities arising from **Environmental Sustainability** to ensure that the council minimises its use of energy, promotes sustainable energy generation, uses local businesses and resources where possible, has high environmental standards and promotes the use of green jobs in the district.

Environmental Sustainability  
Community Leadership  
Economic Growth  
Health & Wellbeing  
Clean, Green & Safe Places  
Working Together in Partnership  
Lancaster City Council  
Managing the Council's Resources  
LANCASTER CITY COUNCIL  
Promoting City, Coast & Countryside

## Outcomes

- Local authority partners working together to develop plans for economic growth aligned to nationally important energy and Heysham M6 transport links
- Employment opportunities are created by development of energy infrastructures which may include offshore wind, renewables and bio-mass
- More tourists coming to the district and tourist income is maximised
- The attractiveness of the district as a place to visit and invest in is improved
- The district's cultural, retail and tourism offer is maximised
- Lancaster district's recognition as a visitor destination is enhanced
- The district's local heritage is protected

## Success Measures

- The activities agreed in the Planning Performance Agreement for the National Grid will be delivered
- Visitor spend at council run events and attractions is increased
- Number of visitors attending council run events and attractions is increased
- Visitor enquiries increased
- Number of heritage assets improved
- Increase in the number of people participating in arts, culture, entertainment and community events in the district
- Plans in place to improve the council's Markets to ensure their viability in the future
- A future approach for the provision of a Museums service is in place and working effectively
- Number of properties improved through the delivery of the Townscape Heritage Initiative 2
- Lancaster District Local Plan adopted
- Lancaster Business Improvement District proposals implemented as planned
- Statutory requirement for the management of planning conditions are met, including Heysham M6 link, Canal Corridor and Lancaster Castle
- Operating targets for the Storey Institute are met
- Increased level of business interest in the district

## Actions

- Develop and deliver planned elements of the Project Management Plan for the national grid infrastructure project
- Develop clear land allocation and development management policies for a new nuclear power station at Heysham
- Promote offshore wind, renewable energy and bio-mass opportunities in the district
- Work with the private sector to develop proposals for city centre development in Lancaster
- Work with strategic partners to bring forward proposals for a science park adjacent to Lancaster University
- Continue to deliver Lancaster Square Routes scheme
- Prepare and agree an Area Action Plan for central Morecambe
- Develop proposals for Connecting the Heysham Gateway
- Complete the sale of land at South Lancaster
- Work with partners to develop and deliver events and festivals throughout the district
- Support arts in the district working with the Arts Partnership and other arts organisations
- Work with partners to develop a tourism branding strategy for the district
- Develop the Festival, Charter and Assembly Room markets to help support their sustainability and viability
- Continue to work with Lancashire County Council to develop a future approach for museums provision in the district
- Work with the Duchy to develop proposals for the viable use of Lancaster Castle
- Work in partnership to develop and deliver a tourism marketing plan for the district and its attractions, particularly focussed on staying visitors
- Encourage film and broadcast companies to the district
- Continue to deliver Townscape Heritage Initiative 2
- Continue to deliver the apprenticeship programmes
- Advance the Lancaster District Local Plan to the submission stage
- Provide support for delivery of the Lancaster Business Improvement District proposals
- Manage delivery of planning decisions on major applications for priority developments including Heysham M6 link, Canal Corridor and Lancaster Castle
- Adopt and implement a business plan for the Storey Institute
- Develop and deliver inward investment strategy



## Outcomes

- Enhanced quality of life of local residents through access to good quality housing
- Health and wellbeing improved and mortality rates reduced for vulnerable people in the district
- The health and wellbeing of local residents of all ages is improved by participation in sports and leisure activities

## Success Measures

- Number of improved homes
- Number of new homes
- Increase in the number of affordable homes
- Reduction in number of homeless people in the district
- Reduction in number of people sleeping rough in the district
- Increased number of vulnerable households benefiting from Warm Homes initiatives
- Increased number of people participating in sports and leisure activities
- A health and wellbeing strategy for the district will be in place and agreed by June 2013
- No council houses fail to meet the Decent Homes Standards
- Deliver sustainable long-term improvements in local air quality through the Local Air Quality Strategy
- Successful delivery of the Velocity Cycle race
- Successful delivery of the International Youth Games

## Actions

- Planning for sufficient, good quality housing across the district
- Deliver social and affordable housing schemes
- Complete housing schemes in the West End including refurbishment of empty homes in the Chatsworth Gardens area
- Deliver improvements in private sector housing via enforcement and support
- Bring empty properties back into use
- Deliver the council housing planned maintenance and capital programme
- Undertake measures to tackle homelessness
- Work with the voluntary sector to reduce rough sleeping in the district and implement the 'No Second Night Out' initiative
- Deliver effective environmental health services
- Provide leisure facilities
- Deliver strategic health and wellbeing arrangements in the district
- Work with public sector partners to deliver health and leisure activities for children and young people and older people
- Work with partners to deliver an air quality strategy for the district
- Work with partners to deliver Warm Homes Initiatives
- Plan and deliver the Velocity Cycle Race
- Host the International Youth Games

## Outcomes

- CO2 emissions from council activities are reduced
- Council's energy usage is reduced
- Income generated from energy, including solar technology and climate change projects
- Our streets and public spaces are clean
- Our district is safe
- Residents have pride in their local area

## Success Measures

- Annual reduction in carbon emissions from the council's operations of 3.4% towards 34% cut by 2020
- Reduce energy usage across Lancaster City Council owned buildings
- Increased average Standard Assessment Procedure (SAP) rating in council housing homes
- Increased % of household waste reused, recycled or composted
- Increase income from energy and recycling projects
- Increase in the number of allotment plots in the district
- Perception of people who live in, work in or visit the district that streets and public spaces are clean and safe is increased
- Increased number of diversionary activities for young people
- Renewable Energy Strategy in place and agreed by March 2014

## Actions

- Implement energy efficiency measures for council buildings, housing and vehicles
- Deliver the objectives of the Lancashire Waste Strategy 2008 – 2020 to increase amount of household waste re-used, recycled and composted
- Deliver actions to reduce the fuel consumption of council fleet
- Evaluate and deliver measures to reduce the council's future energy requirements
- Deliver the collective energy switching scheme
- Work with partners to deliver services that keep our streets clean and safe
- Support the provision of more allotment plots
- Support provision of Police and Community Support Officers (PCSOs) in the district
- Improvements to parks and open spaces
- Deliver positive leisure activities for young people
- Implement agreed actions for public realm with an emphasis on street cleansing and improvement of open spaces
- Deliver the energy efficiency measures within council housing planned and capital programmes
- Develop the council's Renewable Energy Strategy
- Evaluate options and develop a scheme for replacing the Wave Reflection Wall

## Outcomes

- Better understanding of communities and needs so services that matter most to our communities are prioritised
- Council's operations are delivered and managed efficiently and effectively to achieve better value for money
- The Children's Trust, Community Safety and the Arts and Culture, Working Together With Families and VCFS partnerships are in place and working effectively to improve quality of life in the district
- Local communities actively working with partners to improve where they live, in ways that matter to them

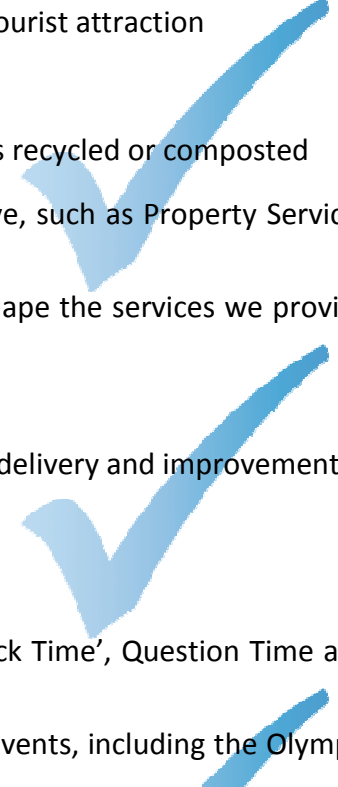
## Success Measures

- Savings/efficiencies achieved through shared services/joint working
- Key partnerships deliver agreed objectives and actions effectively
- Council Tax and Non Domestic Rates as % of Council Tax/ NDR due
- Work with partners to increase income from climate change initiatives and projects
- Increased number of councillors undertaking training/development in community leadership
- Robust and tested arrangements are in place for emergency planning
- Increase levels of online engagement with local citizens
- Balanced budget set for 2014/15 with no more than 2% increase in council tax subject to local referendum thresholds
- Clean bill of health given through annual governance and audit reviews
- Future years financial strategy set, in light of the Government's forthcoming Spending Review
- Commissioned services to support the development and capacity of Voluntary Community Faith Sector (VCFS) are performing well
- 15,000 local people receiving advice and information through commissioned services
- Electoral reform changes implemented by 2015

## Actions

- Develop and implement plans for balancing the 2014/15 budget and beyond
- Implement, monitor and review local tax collection and recovery arrangements in response to welfare reforms and other technical changes
- Work with partners to support the Children's Trust Board and partnership and develop a Children and Young People's Plan for the district
- Develop a programme around the community leadership role of councillors
- Support the Community Safety Partnership and new arrangements around Police and Crime Commissioners (PCC's)
- Maintain resilience in emergency planning
- Meet all accountability and transparency requirements
- Work to develop increased online service delivery options
- Develop skills and the use of ICT to deliver savings, business improvement and efficiencies across the council
- Work with partners to develop joined up approaches for Working Together with Families
- Prepare and implement electoral reform changes
- Work to develop resilience and capacity within communities to improve local areas in ways that matter to local people
- Work with partners to prepare for and deliver other future welfare reforms
- Progress joint review of property portfolio in conjunction with Lancashire County Council

Despite significant financial challenges, the council has continued to provide good value for money services that put the community at the heart of everything we do. 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. Some highlights of our achievements in the last year are set out below, illustrating just a few of the ways in which the council has made a positive difference.

- Worked in partnership with the Duchy of Lancaster to develop a vision for Lancaster Castle as an international tourist attraction
  - Implemented a scheme to install solar panels on council owned buildings
  - Continued to reduce the amount of rubbish going to landfill and increase the amount of household waste that is recycled or composted
  - Worked with other councils and partners to share the services we provide and make them more cost effective, such as Property Services working with Lancashire County Council
  - Listened to what our residents have to say through public consultations and workshops which is helping to shape the services we provide now and in the future
  - Implemented schemes and provided a range of services to help vulnerable residents stay warm in the winter
  - Achieved national accreditation for the way in which we engage with our communities in service development, delivery and improvement
  - Received a national award in recognition of Williamson Park as a visitor attraction
  - Supported Voluntary, Community and Faith Sector (VCFS) groups to deliver important services for the district
  - Promoted the district through the filming of a range of high profile television programmes including 'Turn Back Time', Question Time and 'Panto' a popular Boxing Day special
  - Developed the district as a visitor destination by working with partners to enhance the district's festivals and events, including the Olympic Torch relay and Velocity Cycle Race
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