

Measure	Comments
<b>Priority: Clean, Green &amp; Safe Places</b>	
Outcome: Impact of crime and anti-social behaviour across the district will be minimised	
Work with the Police and Community Safety Partners to minimise the impact of crime and anti-social behaviour	Lancaster City Council continues to act as a key partner in ensuring the Community Safety Partnership delivers on its strategic priorities, including making use of new powers to tackle Anti-Social Behaviour (ASB) and reduce domestic violence and abuse.
Reduce hate crime and the fear of crime felt by minority communities	As part of the wider community safety work a joint project with Wyre Borough Council aims to raising awareness of hate crime and how to report it through events, targeted campaigns and talks to schools and minority communities groups facilitated by the council, as well as investigating anti-social behaviour referrals of hate crime.
Outcome: Local neighbourhoods are clean and safe and residents have a sense of pride in the district	
Perception of people who live in, work in, or visit the district that the streets and public spaces are safe and clean is increased	This data is taken from the annual Living in Lancashire survey report which will be available at the end of the financial year.
Increased number of projects that directly involve local communities in improving local areas, parks and open spaces	Nineteen groups with a variety of projects are being supported including the development of play areas, allotments, Skateparks and parks. Groups include newly formed groups, Parishes and Friends groups. Other groups are supported through wider initiatives such as the Lancaster Greenspace Forum and consultation toolkits which have been developed in conjunction with Lancaster University.  Four projects have been completed to date being: Langridge Play Area, Regent Park Play Area; Cinderlane Allotment and Yealand Parish play area.
Outcome: The council's impact on the environment will be minimised	
Energy strategy in place and agreed	Feasibility studies are currently being undertaken to explore key aspects of the strategy, the results of which will inform the contents of the final strategy. It is planned to have a final strategy in place by early 2015.
Annual reduction in energy used by the council's operations	Data on the council's energy consumption will be available at the end of the financial year and a year on year comparison will be available at this time. The recent changes in use at St Leonards House are expected to have a significant impact on the council's energy consumption.
Annual reduction in carbon emissions from the council's operations	Data on the council's carbon emissions will be available at the end of the financial year and a year on year comparison will be available at this time. The recent changes in use at St Leonards House are expected to have a significant impact on the council's carbon emissions.
Maintain and/or improve average Standard Assessment Procedure (SAP) rating in council homes to a high level	The conditions survey of the council's housing stock has recently been completed. Data from the detailed review is currently being analysed and will be reported at the end of the year
Amount of household waste reused, recycled or composted is maintained	This measure is reported 3 months in arrears – data for the second quarter will be validated at the end of December. The combined tonnage for the first quarter April to June 2014/15 is 46.3%. This is a small increase on same period in 2013/14 which was 45.6% due to an increase in green garden waste.
Increase income from energy and recycling projects	The council has recently added domestic sized solar photo-voltaic installations at two more council housing properties.

Measure	Comments
<b>Priority: Health &amp; Wellbeing</b>	
Outcome: Enhanced quality of life of local residents through access to affordable, decent housing	
Increased number of improved homes	<p>This measure reports on the number of homes improved in the private sector. It includes properties in the private rented sector that have been improved through the intervention of the Housing Standards Team and those improved in the owner occupied sector through the work of the council's Home Improvement Agency (HIA).</p> <p>854 homes improved at the end of Quarter 2.</p>
Improve access to housing	<p>This is a new measure for 2014/15. The measure reports on the number of households that have been assisted in finding permanent accommodation into one of three categories of tenure, being: Council Housing, Private Registered Provider of Social Housing and Private Rented Sector</p> <p>At the end of Quarter 2, 417 households have been assisted by the Housing Options Team (Homelessness) and the Choice Based Lettings Team. It is anticipated that this level of support will be maintained for the rest of the year.</p>
Increase number of affordable homes	<p>Estimated completions for 2014/2015: 163</p> <p>The estimated number of completed affordable homes in 2014/2015 coincides with the end of the Affordable Homes Programme 1 (AHP1 2011-2015), which is the grant funding provided by the Homes and Communities Agency to complete schemes by 31 March 2015. Four AHP1 funded schemes are now on site. A further two schemes with Affordable Homes Guarantees Programme funding available until 2017 are expected to be completed ahead of this deadline.</p> <p>Ten affordable housing units, secured through planning gain (a levy on the increased value of land) are close to completion at Moor Platt, Caton. Four other planned affordable housing schemes have not yet started on site. Of these two have 'live' planning permission and two are currently pending.</p> <p>A number of other housing developments with 'live' planning permissions for affordable housing are expected to come forward soon.</p>
Outcome: Health and wellbeing of our citizens is improved	
Increased number of people participating in sports and leisure activities	<p>This measure is currently being developed. It will monitor all throughput at Salt Ayre Sports Centre and the Community Swimming Pools at Heysham, Hornby and Carnforth. It will also provide data on a number of other programmes and events including: activities and events in communities; schools coaching; holiday activity and sports development Programmes and other events through the year.</p> <p>Work is underway to provide 'real time' performance data and information by the end of the year.</p>
Maximise opportunities for access to innovative leisure activities by working collaboratively with public and private sector partners	<p>Officers are currently undertaking soft market testing with a view to determining the potential for the procurement of a development partner that would enable redevelopment work to be undertaken at Salt Ayre Sports Centre. Ensuring facilities are in line with market demand is essential to improving financial performance and some of the current offer is dated. Officers have also negotiated and entered into a partnership with the University of Cumbria with the Council receiving a financial contribution in return for use of the facilities by students and staff.</p>

Measure	Comments
<b>Priority: Health &amp; Wellbeing</b>	
Outcome: Health and wellbeing of our citizens is improved (continued)	
Increased number of vulnerable households benefitting from Warm Homes Initiative	<p>289 households have benefited from Warm Home Initiatives at end of Quarter 2.</p> <p>This measure reports on the number of households - both owner occupiers and private tenants - benefiting from interventions to improve the level of affordable warmth in the homes of vulnerable residents. The schemes include a number of activities ranging from replacing inadequate boilers to the payment of fuel bills. The number of improvements to date are largely due to the completion of works approved during 2013/14 and through utilising funds allocated in that year. Additional funding has been secured from Public Health for 2014/15.</p> <p>Funding is no longer available for a scheme specifically targeting tenants in the private sector but vulnerable households are benefiting through the intervention of the Housing Standards Team in prioritising the elimination of the Category 1 hazard of 'Excess Cold'.</p>
Facilitate long term improvements in transportation to improve local air quality	<p>The council has formally approved its Local Air Quality Strategy. The Strategy focusses initially on behavioural change as the most critical factor to successful delivery of air quality improvements. Officers are now working with Public Health and Highways at Lancashire County Council, together with district council partners, to design the 'large-scale change' project commencing with an Air Quality Summit for influencers early in 2015. A specific study measuring emissions from taxis is underway – data has been gathered and is now being assessed.</p>
Maintain percentage of 'broadly' compliant food businesses (category 3-5)	<p>1,139 businesses are considered broadly compliant (3 rating or higher) representing 96% of all ratings issued. There has been a significant increase since 2011 in the number of 5 star (top) rating businesses, rising from 785 to 921. In the same period, the number of businesses considered to be non-compliant (2 or below) has dropped from 76 to 46. This has been achieved through a range of activities aimed at tackling unsatisfactory food hygiene standards in food business, including advice to Food Business Operators, formal improvement / prohibition notices and / or prosecution.</p> <p>Not all businesses receive a rating, only those food businesses that supply food direct to the public are included within the food hygiene rating scheme. Where a rating is issued, the business is encouraged to display the rating within the business, but there is no legal requirement to do so.</p>
Maintaining adequate supply to reduce demand led unsustainable price rises in the housing market	<p>The council needs to maintain a five-year supply of housing at all times. This is achieved by granting sufficient planning consents, or allocating enough sites in the local plan, so that the council can demonstrate that any point in time five-years' worth of deliverable housing sites are available to the development industry. The requirement specified with the council's adopted Core Strategy, is for 400 new homes per year, meaning that supply sufficient for 2000 new homes is needed, plus any backlog that has not been delivered to date. An additional buffer must also be added to ensure that in circumstances where delivery has been poor additional opportunities for development are given consent. Current supply is calculated to be equivalent to 3.2 years.</p> <p>It is anticipated that this will improve during the next twelve months as new sites are granted planning consent and developers expectations of the rate of development are changed.</p> <p>House prices continue to be high - the average cost now being £153,635. This is almost 50% higher than the average house price figure in Lancashire.</p> <p>The district has experienced exceptionally low levels of new housing build over the last five years. This is in the context of evidence that suggests that the district's housing needs are greater than anticipated in the adopted Core Strategy. Land suitable for further development will be identified in the Land Allocations document due to be adopted by late 2016 / early 2017.</p>

Measure	Comments
<b>Priority: Health &amp; Wellbeing</b>	
Outcome: Health and wellbeing of our citizens is improved (continued)	
<p>Improve the wellbeing of our residents through collaborative, preventative and reactive measures</p>	<p>Working in partnership with Lancashire County Council’s Public Health Commissioners a comprehensive General Practitioner referral scheme is being delivered at Salt Ayre Sports Centre. Currently 157 clients are signed up to the scheme – a further 423 referrals have been received.</p> <p>A variety of low impact exercise classes to help vulnerable residents to improve their health and new cycling sessions to encourage people back into cycling in a safe environment have been well attended. A range of sports and leisure activities for adults with learning disabilities have also been developed including assisted cycling, multi-sports, and disability football. An exercise session was developed specifically for the Galloways Charity for the blind. Collectively these activities have been attended by nearly 4,000 people.</p> <p>In developing this measure further performance on a number of supplementary environmental health actions will also be incorporated by the end of the year.</p>

Measure	Comments
<b>Priority: Community Leadership</b>	
Outcome: Communities are brought together and the major issues affecting the district are addressed through working in partnership	
Improve neighbourhood working by engaging with communities to understand their needs and empowering them to deliver services locally	These are annual measures intended to show how the council is making progress through working with a range of partner organisations and the wider community to deliver services and a number of initiatives are underway with partners, community groups and council tenants.
Maintain working arrangements with voluntary, community, faith, arts and culture groups to ensure important services are delivered	These, as well as a number of other measures, are contributing towards achieving the principal(s) of an Ensuring Council as approved by Cabinet and incorporated within the <i>Ethos</i> of the council in the Corporate Plan 2014 -2016 approved by Council in July 2014. Shortly after the Corporate Plan was approved, an independent Investors in People (IIP) assessment praised the council for its commitment to the future delivery of services as an Ensuring Council.
Continue to improve customer service, reduce waste and improve effectiveness through collaborative working with partners and service providers	As such, performance management, monitoring and reporting is developing to support staff and management in facing the challenges, and taking advantage of the many opportunities, facing the council as it makes its transition to becoming an Ensuring Council. This will involve incorporation of a 'continuous improvement plan', as recommended by the IIP, and linking existing and new measures to the eight principles and / or the ten related strategies – the formal reporting of which is planned by the end of the current financial year.
Ensure Ward Councillors feel supported in their Community Leadership role	Democratic Services continue to ensure that ward councillors feel supported in their community leadership role, by offering a range of training and development opportunities. Recently, North West Employers gave a seminar on the future role of councillors and addressing the changing role of local democracy and how elected members engage with their local communities. There has also been a recent session on neighbourhood planning, at which councillors discussed the power of local communities to form neighbourhood development plans and a briefing later in the year will highlight new community powers to tackle anti-social behaviour. Plans are being made for Members Induction following the 2015 local elections, including community leadership training for new and returning Members.
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered	
Gain an 'unqualified' value for money conclusion from our External Auditors	The council was given an unqualified value for money opinion in the External Auditors Opinion on the 2013/14 Annual Accounts, issued on 17th September 2014.
Deliver quality services through a skilled and motivated workforce supported by learning opportunities and ways of working that are accessible to all	Real benefits to be gained from a better alignment of the business critical functions of human resources, organisational development and performance management led to the formation of Human Resources and Organisational Development in early 2014. This provides opportunities to flexibly manage and reinforce change through new ways of working. Involving staff in the change process and supporting them in gaining the skills and knowledge necessary to solve problems and take advantage of these opportunities will help to achieve and sustain high performance and productivity, support continuous improvement and deliver quality services. Business improvement is becoming an established part of the council's commitment to developing a skilled workforce, providing a more flexible, coordinated and innovative approach to meeting business needs. Business improvement projects are underway in key areas of work that have been chosen to maximise added value and drive out waste.

Measure	Comments
<b>Priority: Community Leadership</b>	
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered (continued)	
Improve standards of equality and diversity	<p>In May, Business Council acknowledged the council's statutory requirement to meet the Public Sector Equality Duty (PSED) and approved five equality objectives and an equality and diversity action plan developed in response to requests for action from the Equality and Human Rights Commission (EHRC). The equality objectives were subsequently incorporated into the Corporate Plan 2014 -2016 approved by council in July.</p> <p>Since then extensive work has been carried out - and is ongoing - towards compliance with the PSED and its core purpose of integrating consideration of equality and good relations into day-to-day business. Good progress has been made that serves to demonstrate the council's commitment and leadership on equality and diversity, but more work needs to be done to embed and incorporate this into policy development, decision making and service delivery. Overall progress will be reported to Council in May 2015.</p>
Improve our understanding of the needs of our communities and provide equality of access to our services and employment opportunities	<p>This is linked to, and will be informed by, the developing measures for the Community Leadership outcome: <i>Communities are brought together and the major issues affecting the district are addressed through working in partnership</i> which will improve the council's understanding of the needs of our communities.</p> <p>The council was one of the first in the North West to successfully adopt a Local Development Core Strategy which demonstrates that the council understands the relationships between its communities and the local economy and is able to plan effectively for the development of sustainable growth and job creation.</p>

Measure	Comments
<b>Priority: Sustainable Economic Growth</b>	
<b>Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy</b>	
New and improved employment sites and premises will become available in key business locations targeting key sectors	<p>Work has continued to bring forward key sites which are particularly suitable for the target sectors of the Knowledge Economy and Energy.</p> <p>In partnership with Lancaster University and Lancashire the County Council, the Lancaster University Health Innovation Campus (formerly known as the Lancaster University Science Park) has moved forward to the point where development should commence in mid-2015. This has been made possible by an award of £17M from the Lancashire Economic Partnership's Growth Deal and funding from Lancaster University, Higher Education Funding Council and the private sector. When fully operational, there will be the capability to more than 2,000 jobs and an annual economic impact of nearly £100M.</p> <p>The District's other key future employment location is Heysham Gateway. This will benefit significantly from the improved accessibility provided by the Heysham/M6 link road and is particularly suited to development in the energy sector as well as development generated by investment associated with the Port of Heysham. The council is working in partnership with Lancashire County Council, Carillion and key businesses in the area to ensure a co-ordinated approach is adopted for bringing sites forward and delivering infrastructure and environmental improvements.</p> <p>Looking ahead, the forthcoming Land Allocations Development Plan Document (part of the Local Plan) will review the need for, and supply of, employment sites and determine whether additional sites are needed in the future.</p>
A Local Plan for the district adopted	<p>The council's Local Plan adopted in 2004 coincided with changes to the Planning system, which required a two stage approach for the replacement Local Plan, being a Core Strategy followed by other subsidiary documents. The council adopted its Core Strategy in 2008, however, the national guidance changed again in 2013 resulting in work being focussed on five Development Plan Documents (DPDs) that together will form the council's new Local Plan and supersede the Core Strategy.</p> <p>All five of the DPDs need to be prepared and adopted. It is intended that two of these, Development Management [Planning Policies] and the Morecambe Area Action Plan will be considered for adoption at full Council on the 17th December 2014. The remaining three DPDs are all being worked on with a planned adoption date of late 2016 / early 2017 - these are: Land Allocations; Arnsdale Silverdale AONB; and Gypsy, Traveller, and Travelling Show people Accommodation.</p>
Inward investment opportunities will be maximised by working with key partners, including the universities of Lancaster and Cumbria, University Hospitals Morecambe Bay and British Land	<p>Work is ongoing to support the development of the Health Innovation Campus at Lancaster University, which has just received £17M of Growth Deal funding, and to work with British Land to bring forward plans for a city centre redevelopment. To support further investment from indigenous businesses, the council is beginning work with partners to further understand the long term skills required to underpin growth and to position the district as a good place to live and work to attract key workers in the future.</p>

Measure	Comments
<b>Priority: Sustainable Economic Growth</b>	
<b>Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy (continued)</b>	
Level of support for business growth and skills development will be maximised	<p>Assisted Area Status was successfully obtained permitting the granting of extra public financial support to enterprises in economically disadvantaged locations, including six Lancaster Wards; Poulton, Westgate, Overton, Bulk, Castle and Dukes.</p> <p>Input into the successful Lancashire Economic Partnership Growth Deal submission to Government secured the largest single project allocation of £17M for Lancaster University Health Innovation Campus to establish new facilities and a test space for companies carrying out product and service development in collaboration with the university and healthcare bodies.</p> <p>Work is progressing on the review of employment land which is providing an analysis of the district's underlying local economic conditions and business activity profile; future economic growth forecast and implications for the availability of the supply of business premises, employment land and workforce skills. When complete, the findings will help shape policy, set actions to take advantage of future opportunities and remove / mitigate constraints to business growth, local skills and employability needs.</p> <p>To date, District based companies have secured a total of £220k investment from the Lancashire Regional Growth Fund, generating matching private investment of £880k for new manufacturing based growth. A strategic principle has been adopted for promoting the use of local people and business through the construction and implementation stages of major development proposals.</p>
Supporting small business as important components of thriving retail centres	<p>The council's key role as levy payer / collector and supporter of the Lancaster Business Improvement District (BID) is continuing with £198k of levy funds successfully collecting by the end of September 2014.</p> <p>Agreement to a proposal from the Lancaster District Chamber of Trade to support a feasibility study for a Morecambe Business Improvement District resulted in £40k being made available to contribute to the investigative work and plans to secure a BID ballot in 2016.</p> <p>Provision as the accountable body in support of the Portas Pilot Initiative led by Morecambe Town Council and the Morecambe Town Team, where various initiatives are progressing with around £17k remaining of the original £100k to commit to projects.</p> <p>As part of the Townscape Heritage Initiative (THI) 2 – A View for Eric a pilot business support and advice scheme has been initiated in the THI area of central Morecambe. This is assisting up to 19 businesses in the area and the project will be used to develop other small business support initiatives where funding and support is available. The project supports bespoke from a professional business adviser; diagnostic business analysis and action planning, and the opportunity to apply for a small cash grant to initiate identified actions.</p> <p>At the end of the project a detailed scheme evaluation report will be produced.</p>

Measure	Comments
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Priority: Sustainable Economic Growth

Outcome: The attractiveness and offer of the district, as a place to visit or invest in, will be improved

<p>Lancaster and Morecambe urban centres will be enhanced by investment in the built environment, heritage assets and the public realm</p>	<p><b>Lancaster:</b> Working in partnership with Lancashire County Council the second phase of works to deliver improvements to streets and spaces through the Lancaster Square Routes project has been completed. This comprised of works to significantly upgrade the fabric of Cheapside, Horseshoe Corner, Penny Street, Market Square and part of Market Street with careful design to create much more spacious, less cluttered streetscapes. This integral work will improve the economic performance and environmental quality of the city.</p> <p>In the second half of the year works to the same standard of improvement will be carried through to the back of the Museum and the length of Market Street to its junction with King Street.</p> <p>As part of the partnership arrangements now in place, work with Lancashire County Council is being taken forward to explore options for the development of the museums offer in Lancaster city centre, in line with the city's new status as one of England's 11 heritage cities.</p> <p>Proposed changes and improvement for the outdoor Charter Market and the management of traffic within the pedestrian zone are planned in the second half of the year, subject to council decisions. This will enhance how streets and spaces are managed, maximising the benefit of the investments made and making the city centre as sociable and economically successful.</p> <p>Complementary to all of this work is the ongoing delivery of services by the council to manage, maintain and improve the public realm.</p> <p><b>Central Morecambe:</b> The Morecambe Area Action Plan (MAAP) sets out a real focus on streets and spaces within the central area that require a combination of works to reconfigure certain elements and improve and better manage key locations.</p> <p>Cabinet set priorities for improvement in April 2013 and proposals are now being worked up. Whilst, funding the environmental works is very challenging, focus is currently on making the best possible use of the resources already committed.</p> <p>Approved and due to be implemented in 2015 is a significant project to uplift the condition of main streets focusing on interlinking parts of Euston Road, Market Street and Victoria Street. Other improvements deliverable in 2015 should include changes to car parks either side of 'Eric' to provide a better balance between the use of space for leisure and car parking and making these areas better and safer for pedestrian movement. These changes should help to increase footfall in the town centre.</p> <p>Across much of central Morecambe, however, significant improvements to public realm is heavily dependent on securing new investment and development, the prospects for which are very uncertain at present.</p>
<p>Economic impact of the arts in the district will be measured with the Council moving towards an ensuring role to support a range of delivery partners</p>	<p>A number of Service Level Agreements with local arts organisations are in place - the individual performance of these organisations in delivering agreed outcomes will be assessed at the end of the year. In November, Cabinet approved an update on the existing service level agreement with the Dukes Playhouse to take account of new lease and rent arrangements.</p> <p>Occupation and footfall at The Storey continues to improve with 71% of the managed workspace now occupied and attendances increasing through a variety of functions, events and exhibitions, notably as part of the Light up Lancaster and Lancaster Music Festivals and the booking of live theatre productions which have already doubled compared to 2013/14</p>

Measure	Comments
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Priority: Sustainable Economic Growth

Outcome: Lancaster and Morecambe Bay will be recognised as important destinations

Destination brands for Lancaster and the Lune Valley and Morecambe Bay will be developed with partners to establish these areas as important visitor destinations

Two new destination brands have been developed in partnership with a wide range of partners that will allow Lancaster and Morecambe Bay to be promoted to visitors on a much wider scale than was previously achieved.

The launch of the Lancaster destination brand took place on Thursday 27<sup>th</sup> November 2014. This will be followed by the launch of the Morecambe Bay brand on the 15<sup>th</sup> January 2015. Business training workshops, developed in partnership with Lancaster District Chamber of Commerce and Bay Tourism Association took / will take place on the launch day of each brand.

Outcome: Lancaster and Morecambe Bay will be recognised as important destinations (continued)

Visitor numbers and spend will be increased

In the first half of the year, nearly 130,000 unique visits were made to the council's website, up from around 119,000 for the same period in 2013/14.

An arrangement has been made with Marketing Lancashire to promote the destinations of Lancaster and Morecambe via the *visitlancashire* website which currently has 800,000 unique visitors a year.

The council continues to work in partnership to deliver major festivals and events, notably the Vintage Festival and Light Up Lancaster 2014.

An estimated 40,000 visitors attended this year's Vintage Festival, of which a quarter had never visited Morecambe before. This is significantly more than those attending the similar Seaside Festival, which attracted an estimated 16,000 people.

An estimated 21,500 people attended Light up Lancaster 2014 over the two nights, up from 19,850 last year. The economic impact figures for both of these festivals will be available soon.

Numbers attending shows at The Platform will be available at the end of the year.

The total number of enquiries at the Lancaster and Morecambe Visitor Information Centres in the first half of the year has increased compared to the same period last year (up to 82,500 from 80,000 in 2013/14), but visitor income is slightly down (£183,000 in 2013/14 and £182,000 so far in 2014/15) due to a reduction in opening hours and significant disruption resulting from the footpath closure outside Lancaster VIC