



LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Executive Annual Report 2018/19

April 2019

Decision Making Arrangements (page 3)

Executive Decisions (page 4)

Councillor Eileen Blamire - Leader and Cabinet Member with Responsibility for Relationships with other Councils; Property; Democratic Services; Legal and HR **(page 5 -10)**

Councillor Janice Hanson – Deputy Leader and Cabinet Member with Responsibility for Economic Regeneration and Planning **(page 11 – 16)**

Councillor Nathan Burns – Cabinet Member and Portfolio Holder with Responsibility for Skills; ICT; Digital Strategy; Customer Services; and Communications **(page 17 - 21)**

Councillor Darren Clifford - Cabinet Member and Portfolio Holder with Responsibility for Leisure; Culture and Tourism; and Climate Change **(page 22 - 31)**

Councillor Brendan Hughes – Cabinet Member and Portfolio Holder with Responsibility for Community Safety; Clean and Green; and Car Parking **(page 32 - 36)**

Councillor Margaret Pattison - Cabinet Member and Portfolio Holder with responsibility for Markets; Voluntary Sector; Older People; and Rural Areas **(page 37 – 41)**

Councillor Andrew Warriner - Cabinet Member and Portfolio Holder with responsibility for Housing and Environmental Health **(page 42 - 49)**

Councillor Anne Whitehead – Cabinet Member and Portfolio Holder with responsibility for Community Wealth Building; Finance; Revenues and Benefits; and Performance Management **(page 50 – 55)**

Decision Making Arrangements

The Cabinet is responsible for initiating and developing policy and taking policy decisions within the budget and policy framework set by the Council for all functions which are not specified as the responsibility of the Council, the Licensing Regulatory Committee, the Planning and Highways Regulatory Committee, the Personnel Committee, the Appeals Committee, the Audit Committee and the Standards Committee.

The Constitution allows for the appointment of up to 10 Executive Councillors. This year the Leader has appointed a Deputy Leader and 6 other members to the Cabinet. Each has an area of responsibility, set out in their entry in the following report.

Executive Decisions

Decisions moved in the name of Councillor	Executive Decisions May 2018 - April 2019			
	Key Decision taken at Cabinet	Non-key decision taken at Cabinet	Individual Cabinet Member Decision	Urgent Business Decision
Eileen Blamire (Leader)	4	3	2	
Janice Hanson (Deputy Leader)	5	4	2	
Darren Clifford	5	3	0	
Brendan Hughes	1	0	1	
Nathan Burns	0	0	0	
Margaret Pattison	0	0	0	
Andrew Warriner	4	1	0	
Anne Whitehead	9	6	1	
TOTAL	23	17	6	0

Executive Annual Report 2018/19

Councillor Blamire

Leader and Cabinet Member for Relationships with other Councils; Property; Democratic Services; Legal and HR

Executive Membership

- Cabinet (Chairman)
- Canal Quarter Cabinet Liaison Group
- Museums Cabinet Liaison Group
- Planning Policy Cabinet Liaison Group
- Corporate Property Review Cabinet Liaison Group
- Shared Revenues and Benefits Service Joint Committee

Executive Appointments to Outside Bodies etc

- Lancashire Leaders Meeting
- Growth Lancashire (Substitute)

Overview of Portfolio Responsibilities

Relationships with other Councils; Property; Democratic Services; Legal and HR.

Progress made during 2018/19

I would like to thank all those who have contributed to this report, either in writing it or in providing the services that are reflected here. Our workforce is our strength and their dedication is clear in my experience of them. It is a reflection of the feeling throughout that they are working for their own district and are proud to do so. The awards evening was a real pleasure to attend. Well organised, moving and great to see how much it was appreciated. Thank you all.

Relationships with Other Councils

Lancashire

The council continues to actively work with the other Lancashire authorities, as discussions continue on a formalised arrangement for Lancashire.

Councils in Lancashire are currently working together to progress a work programme of six themes:

- Economic Growth
- Skills, Education and Employment
- Housing
- Environment and Climate Change
- Health and Wellbeing
- Community Safety

A Local Industrial Strategy for Lancashire is also proposed, with the Lancashire Enterprise Partnership taking the lead on its development.

Lancaster and South Cumbria Economic Region

The partnership with South Lakeland District Council and Barrow Borough Council around economic growth continues to develop, with a launch event planned for June 2019. The group is exploring common objectives around renewable energy, links to Universities and infrastructure potential.

Key Cities

The council recently joined the Key Cities group, along with other UK cities of a similar size in terms of population and economy. The group is a fast-growing city leadership network with a current membership of 26 cities, spanning the length and breadth of England and Wales with a collective population of 6.5 million people and a collective GDP of around £130bn.

The aim of the Key Cities network is to share knowledge and develop solutions to common problems, acting with a unified voice and alliance of shared interests. The group is gathering significant levels of influence, with increasing membership providing a powerful counterbalancing voice to the Core Cities group that has been the focus of government attention in recent years.

Property

During 2018/19 Implementation of the Property Group restructure was completed which, amongst other things, has increased capacity for strategic asset management and introduced a new hospitality team to capitalise on our events spaces. This realignment of resources will facilitate improvements in commercial focus, usage of our property assets, data management and income generation with ongoing examples including reviews of our corporate property strategy, corporate office accommodation and commercial property portfolio.

This year has seen significant investment at the City Museum with the completion of a major re-roofing project and a new boiler installation is anticipated in the next financial year. The Printroom café has entered its third year of trading at the Storey with business continuing to grow financially and develop in new directions. Throughout the 2018/19 financial year the occupation rate across the Council's non-operational commercial property portfolio has remained close to 100% representing a relatively stable position and a good level of occupancy overall.

With all urgent and high priority building repairs taken care of in recent years, it is important that complacency doesn't set in and we continue to provide adequate funding to keep on top of building maintenance. Planned maintenance is less expensive than reactive maintenance and provides the authority with better value for money and greater financial certainty moving forward. Therefore while we anticipate the cost of repairs to decrease in the years to come, it is important that we continue to invest in our buildings so that we don't run the risk of building up a maintenance backlog. A comprehensive and fully funded planned maintenance programme will provide the best value for money and to facilitate that a new round of condition surveys was completed in 2018/19 to identify essential repairs and maintenance over the next 5 years across the Council's property portfolio.

Democratic Services

Democratic Services have been heavily involved in the current review of the Council's Constitution this year, liaising with consultants Bevan Brittan and providing information and support to Members involved in the review group.

The Elections Team carried out another successful canvass in 2018. Unusually, there were no scheduled elections in May 2018, so the team took the opportunity to carry out a community governance review, a large scale piece of work which is carried out at least once every 10 years. Several issues were raised during the review and these were considered by Council.

Throughout the year, Democratic Support staff have supported Committees, Cabinet and Council meetings as usual. Support has been provided to the Overview and Scrutiny function, which is reported in the Overview and Scrutiny Annual Report, elsewhere on the agenda. The Civic and Ceremonial Democratic Support Officer has organised and provided a full programme of Mayoral and Civic events, which are also detailed elsewhere on the agenda in the Mayor's annual report.

Legal Services

Legal Services have continued to support the good governance of the Council, by providing legal and procedural advice to Services in their operational activities, and to officers and members in the decision making process.

Legal Services continue to be involved with a variety of projects undertaken by officers in all services in the Council. This includes working with external legal lawyers to provide advice and assistance on major up and coming developments and project work. They have played key roles in procurement, contract drafting and negotiation as well as providing advice on strategy and risk as well as statutory compliance.

In supporting other services of the Council, Legal Services have again undertaken a number of successful prosecutions including health & safety, food hygiene, fly-tipping, waste offences and planning matters.

Anti-social behavior remains a hot topic, with Legal Services advising on policy, enforcement and undertaking advocacy on behalf of the Council at Court. This has included work on Anti-Social Behaviour injunctions, Committal applications and prosecutions under Community Protection Notices.

The day to day legal work incorporating debt collection, rating cases, recovery of rent arrears, council house sales and other property transactions, including sales and leases, has continued, as has the provision of a local land charges service.

Human Resources

Over the past 12 months, the HR Team have enabled substantial change to be delivered at all levels within the Council, including bringing into the Council a new team of Directors to help shape the future, as well as supporting other structural changes in support of the Council's ambitious plans for the future.

Other activity over the course of the year has delivered some excellent good-news stories and positive outcomes for staff and the Council, which include:

- A total of 11 apprenticeships have commenced, ensuring we are able to give new recruits an amazing start to their career journeys.
- Our new online recruitment service was launched, introducing a more efficient and modern applicant experience
- Over 600 of our staff have engaged in the rollout of our new Values, with much more work to follow during the 19/20 financial year, including embedding our values in core processes such as appraisal, recruitment and succession planning
- The 2nd 'Celebrating Success' event was held in October 2018, which saw a large number of staff recognised for their outstanding achievements during the year, supported by a large number of our Councillors
- Our 'Learning Zone' (our online training tool) is now fully rolled out, with various new learning resources available to all staff, and better reporting tools available for managers
- A Councillor specific section of the Learning Zone was developed and launched, to enable Councillors to undertake e-learning.
- Since the introduction of our new L & D focused role, we have been able to provide substantial L & D support to all our staff, and have facilitated the delivery of 76 training events for 1336 delegates across the council, including 24 managers completing the Institute of Leadership and Management Level 3 award, which focuses on improving performance

- Plans are now firmly in place to launch the new 'Lancaster Leadership Academy' which will be rolled out during the 19/20 year, and will provide our managers with the opportunity to enhance their leadership skills
- We have significantly improved accessibility to our online HR System, giving all non-networked staff the ability to manage aspects of their employment much more efficiently
- A number of positive community initiatives have been put in place for staff which include organised blood donation sessions, bra banks, work perks and other staff engagement activities
- In response to a staff survey a new range of staff benefits has been made available to Council staff, encompassing health and wellbeing and leisure benefits
- HR staff attended a range of careers events at schools and colleges to give guidance to young people in applying for jobs and to promote the Council as an employer of choice
- Work is well underway to review our job evaluation arrangements and reward structure, with outcomes planned for summer 2019.

Executive Annual Report 2018/19

Councillor Janice Hanson

Cabinet Member and Portfolio Holder responsible for Economic Regeneration and Planning

Executive Membership

- Cabinet
- Canal Quarter Cabinet Liaison Group (Chairman)
- Housing Regeneration Cabinet Liaison Group
- Museums Cabinet Liaison Group
- Planning Policy Cabinet Liaison Group (Chairman)
- Bailrigg Garden Village Cabinet Liaison Group

Executive Appointments to Outside Bodies etc

- Morecambe Bay Partnership
- BID Company Ltd
- Growth Lancashire

Overview of Portfolio Responsibilities

Responsible for Economic Regeneration and Planning

Progress made during 2018/19

Economic Development

Economic projects

- The Council is working with South Lakes and Barrow Councils to develop a partnership known as the Lancaster and South Cumbria Economic Region. A brochure has been developed and will be launched in June. An investment prospectus will also be developed over the next few weeks.

- The Coastal Communities Team has agreed an economic plan for ‘Port to Promenade 2018-2021.’
- Work to stabilise the roof on Centenary House (Co-op building) in Morecambe is well underway as the result of a successful bid to the Coastal Revival Fund.
- Placefirst, the Manchester based Build-To-Rent developer, launched 56 new homes at West End Two, over the weekend of February 16th and 17th, the second phase of its £10m award-winning transformation of empty homes in the West End of Morecambe.
- Work is underway to prepare an application in March 2019 to the Future High Streets Fund for Morecambe. Up to £25m is available per successful place for transformational projects.
- Place Marketing The Lancaster Story was successfully launched to a wide range of stakeholders and partners. The story launch was accompanied by a new Place brand which is being adapted locally by businesses, including the Lancaster Story video which to date has been seen more than 15k times. A Lancaster Place Board has now been established and has had its first meeting to discuss how it will promote the district.

Business and investment

- Business support services are up and running. The business team has engaged directly with over 350 businesses. A launch of the new website for Business Support is to take place in March 2019.
- The Lancaster District Business Survey obtained 180 responses from businesses across the District. Skills shortages represent a major barrier to growth.
- The property register is being developed and marketing to all commercial agents across the NW who may have properties in the District is underway.
- A rolling programme of events to support business growth has been planned and will be launched in March.
- Meetings have taken place with companies interested in re-locating or investing in the Heysham area including Veolia who want to invest £220m and create 350 jobs and CO2 Extraction who wish to invest and create 15-20 jobs in 2019.
- The Council is supporting the development of the digital sector in the district as a member of the Lancaster Digital Steering Group and working with Lancaster University to develop a digital showcase event in March.
- The Council supported the North Lancs Expo in 2018. The event was extremely successful and feedback from the event was extremely positive.
- Once again, the Council attended the MIPIM exhibition in London in 2018. Lancaster’s profile was significant and a range of useful contacts were made. Following MIPIM the Department for International Trade have been working with the Council to explore investment opportunities and energy developments.

Regeneration

South Lancaster Growth Area (SLGA) / Bailrigg Garden Village

- Construction started on Phase 1 of Lancaster University Health Innovation Campus nears completion.
- Ongoing development on university campus under the master plan.
- Following the decision taken to produce an Area Action Plan (AAP) for the Bailrigg Garden Village and the issue of the options plans, initial stakeholder meetings have been held. GVA (now Avison Young) and Hyas Associates have produced a draft Vision and Spatial Concept plan, which has had landowner and public sector input. Wider public consultation is to take place later this year with a draft AAP being timetable for consultation in early 2020.
- The SLGA will be enabled by investment in the local transport infrastructure including the remodelling of J33, the development (in due time) of a Bus Rapid Transport network and Cycle Super Highway. The majority of funding will be delivered via a bid from the Housing Infrastructure Fund (HIF). Lancashire County Council are leading the HIF bid with considerable support and assistance being given by Regeneration Officers. The bid was submitted on 22 March and it is anticipated that a decision will be made in October / November 2019.

Lancaster

- Canal Corridor North has been renamed The Canal Quarter (CQ). The Council exited the development agreement with British Land and the council was not successful in acquiring the British Land's buildings; these were bought by locally based Worthington Group.
- GVA and Planit-ie have been appointed to undertake a spatial review and have commenced stakeholder workshops and engagement. This will lead to the development of a strategic planning framework, which will identify the scale and use of proposed development within the CQ.

- Luneside East site continues to be developed by Luneside East Limited and they have started the last phase with the development of student accommodation.
- A funding bid has been submitted to the Environment Agency and ERDF for the design and development of the Lune Phase 3 flood protection along Caton Road and the design works are well advanced. Planning permission for this phase was granted prior to Christmas.

Morecambe

- The Wave Reflection Wall replacement works were completed last summer and the project was opened on 19 October 2018.

Heysham Gateway

- Work on overarching master plan has been completed and the delivery strategy is a work in progress.
- The first public sector land disposals are underway and the first planning approval was approved on September 2018 for a peaking plant.
- It is envisaged that there is significant latent demand for new units on the Gateway and this will be nurtured over the next 12 months.
- Work is ongoing with major landowners such as Peel Ports, EDF Energy and Celtech to facilitate their future needs and our wish to see regeneration.

Planning

Performance Management – Development Management and Local Planning Policy

- 2018/19 has seen the Planning Service reach new heights in terms of national performance.
- Government currently measures local planning authorities in terms of speed of decision-making for ‘Major’ and ‘Non-Major’ development. These measurements are based on a rolling two-year period, and the latest statistics are up to 30 September 2018.

- In terms of the national league tables, and setting aside local authorities that had no data or were Development Corporations, Lancaster were 7th out of 338 local authorities in terms of Non-Major decision making, determining 99.5% of all applications either within nationally prescribed timescale of 8 weeks, or within a mutually-agreed timeframe with the applicant. With regard to 'Major' development, Lancaster were 23rd out of almost 338 local authorities determining 99% of all applications within the specified timescale or within a mutually-agreed time period.
- Annual (national) statistics also show that the local planning authority approved 89% of Major applications, 87% of Minor applications and 92% of applications that fell within the 'Others' category.
- 2018/19 has also seen the Council make good progress in terms of advancing its' District Local Plan to the point of formal Examination. The Examination Hearing Sessions are scheduled to commence on 9 April 2019.

Development Projects

- The year has witnessed continued progress in developing key sites. It is pleasing to see sites that have been vacant for some time – Bulk Road, St Leonard's House and the Gillows Building on North Road in Lancaster to name but three – currently being developed after receiving support through the planning process. The activity and vibrancy that will be created by these new uses will positively change the dynamics within the city. Similarly, we look forward to the completion of the Broadway Tower at Morecambe.
- Other completed projects include the redevelopment of part of the Pleasureland complex to deliver the new Soul Bowl attraction in Morecambe and delivery of the replacement Aldi Store on the corner of Central Drive, which has proved popular (and a more aesthetically pleasing building than the previous Aldi Store!) The completion of the new Lancaster Fire and Ambulance Station on Cable Street; CityBlock 4, on King Street, successfully regenerated and the introduction of two new commercial uses on the ground floor of the derelict Squires Snooker site, which appear to have been well-received.

- The last year has also witnessed informal consultation on the Issues and Options for Bailrigg Garden Village. This included drop-in community events throughout June 2018.
- Going forward, it is pleasing to note the early pre-planning work that is already taking place regarding the Eden North Project in Morecambe. Pre-planning stakeholder engagement has also recently commenced in respect of the Canal Quarter Development.

Executive Annual Report 2018/19

Councillor Nathan Burns

Cabinet Member and Portfolio Holder with responsibility for Skills, ICT, Digital Strategy, Customer Services and Communications

Executive Membership

- Cabinet

Overview of Portfolio Responsibilities

Cabinet Member and Portfolio Holder with responsibility for Skills, ICT, Digital Strategy, Customer Services and Communications

Progress made during 2018/19

Skills

In the year 2018/19:

- The Lancaster District Skills Forum has agreed its terms of reference. The forum is a strong group speaking as one voice for the Lancaster District and has representation from local schools, business, Universities, third sector groups and the LEP.
- A partnership is in place with the National College for Nuclear (Northern Hub) around Energy Skills. The partnership is between Lakes College, Sellafield Ltd, EDF Energy, Bridgwater and Taunton College, the University of Cumbria and the University of Bristol. Lancaster and Morecambe College will become a local spoke of the Hub and the Council is involved as an interested partner.
- Employment Skills Plans came into force in September associated with planning applications of a particular size and are now coming through to the Business and Skills Team to review.
- The Council is engaged with the Eden Project North in relation to skills along with Lancaster and Morecambe College. The College has developed a 25 year Skills Plan with Eden Project North and an Eden Skills Hub.

- The Council is directly engaging with schools and two officers are acting as Enterprise Advisers for Central High School and Lancaster Girls Grammar School.
- The Council is now a member of the LEP Skilled and Productive Workforce and the Future Workforce networking groups.

ICT/Digital Strategy

In the year 2019/19:

- Assisted with the Museum transfer to set up all hardware and software systems and building links to allow a seamless handover.
- Commenced the Windows 10 upgrade to roll out the new operating system (over 25% of devices upgraded).
- Replaced hard drives of Council desktops with Solid State Devices to extend machine life and improve speed to make efficiencies and savings.
- Brought the new back-up data centre at SALC online.
- Created an electronic system to allow Legal to commence disposal of paper files to make physical space savings.
- Introduced Geo-blocking of connections external to the UK to prevent cyber attacks and further secure the network and our data.
- Rollout of Cyber Security training through the Learning Zone system.
- Secured a Local Government Association grant of £25,000 to support the development of the Customer Experience Platform.
- Continued work with digital stakeholders in the district around the expansion of full-fibre with the ambition of making Lancaster Britain's first "gigabit district".

Customer Services

In the year 2018/19 Customer Services:

- Said "How can I help you" to 126,285 customers
- Collected £151,735 in payments to the council.
- Provided personal budgeting support to assist 130 Universal Credit claimants in managing their household income and expenditure.

- Worked closely with the council's Homeless team to introduce the changes made to their referral system.
- Put in place a more agile way of working enabling the Customer Service team to work with a greater degree of flexibility across our telephony and face to face areas.
- Enabled 12 Customer Service Assistants to become Dementia Friends.
- Helped 5237 customers to sign up or renew their Garden Waste subscription.

Communications

The following was achieved in the year 2018/19:

Place Marketing

- Successfully launched the Lancaster Story to a wide range of stakeholders and partners. The story launch was accompanied by new branding assets and visual language which is being adapted locally by businesses. An exciting promotional video showcasing the Lancaster region was created and to date has been seen more than 15k times. Following the launch event, the Lancaster story has engagement levels across social media exceeding 3.5million. We now have a dedicated social media presence promoting the district to a global audience.
- A newly created Lancaster Place Board which is charged with being guardian of the newly created Lancaster brand and place story aimed at attracting investment, jobs, visitors and creating an even better environment for residents to live in. This independent group of influential local people business leaders will provide strategic leadership for the promotion and development of Lancaster regionally, nationally and internationally. This group will be charged with the development of a Place Champions networking group open to all businesses, educational institutions and community groups.

Marketing & Comms

- Through its communications and marketing operations, the city council communications team has taken an active role in promoting the district, handling press and other media enquiries effectively and supporting elected members with communications expertise. Examples of high profile issues that have benefitted from communications support include the launch of the Lancaster Place brand, the opening of the Morecambe wave reflection wall, the relaunched Canal Quarter, Eden Project North and economic

development opportunities throughout the district including Heysham gateway, Bailrigg and Health Innovation Campus.

- The marketing & communications team have provided support by way of brand and marketing campaigns to events and festival like Highest Point Music Festival, Light Up Lancaster, Vintage By The Sea, Kite Festival, Morecambe Carnival, Morecambe Music Festival, and Lancaster on Ice which saw more than 40k visitors to the district. The communications team recently successfully coordinated a major media launch for the Lancaster British Cycling GP coming to the district in June 2019.
- The corporate marketing function has continued to provide expertise to the council's commercial venues and services such as Salt Ayre leisure centre, VMU and The Platform. Contributing to their success and increased income through a mix of activity including production of print materials, social media and advertising. Recent success stories has seen the income generated for The Platform increase year on year by 50%.

Digital Audience

- The council's website continues to be developed with the addition of extra functionality through the addition of more online payment facilities as the council looks to continue the move towards having more of its communications online. The introduction of a bespoke webpage branding module has improved how the council presents information on its commercial services online as part of its overall strategy of increasing footfall and income. In 2018 the website saw a total of 3.3million total views, a 9% increase on 2017.

Social Media

- The council's social media channels have continued to be developed with additional and more varied content and is an increasing priority as more and more people turn towards this medium for their news and to express their views by comments and sharing. The council's Facebook page, for example, has seen an increase in the number of followers of more than 25% in the last year, due to the increased focus that is being directed towards this increasingly important channel. Similarly, the council's corporate Twitter feed has an increased number of followers and now has more than 12.2K followers with a growing level of engagement.

- Combined social media followers across Lancaster and Morecambe Bay destination channels (for Facebook and Twitter) has grown by 35% to 12,439 since April 2018 and subsequent reach has increased by 105% to 365,498 within the same period.
- Our total digital audience numbers across web and social media has grown 17% year on year. Our total digital monthly reach of 1.5million has also grown by 51% year on year.

Executive Annual Report 2018/19

Councillor Darren Clifford

Cabinet Member and Portfolio Holder with Responsibility for Culture, Leisure and Tourism and Climate Change

Executive Membership

- Cabinet
- Corporate Property Review Cabinet Liaison Group
- Museums Advisory Forum
- Museums Cabinet Liaison Group (Chairman)
- Climate Change Cabinet Liaison Group (Chairman)

Executive Appointments to Outside Bodies etc

- LGA Coastal Issues Special Interest Group
- Museums Advisory Forum

Overview of Portfolio Responsibilities

Cabinet Member and Portfolio Holder with Responsibility for Culture, Leisure and Tourism and Climate Change

Progress made during 2018/19

Culture, Leisure and Tourism

SPORT & LEISURE

Salt Ayre Leisure Centre

Success

- Salt Ayre is on track to increase income by circa £300k on the previous year.
- Health and Fitness income is projected to achieve approximately £950k by March 2019 which is £100k up on the previous year.
- Swimming income has increased by £90k.
- Salt Ayre provided the venue for the Council's Our Values training which saw 17 events catering for over 600 staff

- Refuel Café on target to take £414,000 which is unprecedented for an in-house Leisure Centre catering operation in the UK
- On track to achieve circa 750,000 visits this year
- 30 schools accessing XHeight /Gravity this year through our partnership with the School Sport Partnerships
- Averaging 150 visits per week to our Disability sessions including adapted cycling, multi skills and football
- Special educational needs climbing club is full every week
- Supported Charity events including, Children in Need, McMillan Coffee Morning, Sport Relief, Think Pink for Breast Cancer raising over £1,800
- BBC will be live streaming Water Polo from Salt Ayre on the 23rd & 24th March 2019
- Annual County Disability Swimming gala had over 150 children with special needs taking part from all across Lancashire
- New class timetable launched in January offering over 4000 places per week for members. Attendance levels range between 75% and 100%
- Our Facebook presence has improved significantly with over 10,000 followers
- Salt Ayre was proudly represented at a number of award ceremonies in the past year including:
 - **Bay Business Awards** – Health & Beauty facility (r/up), Leisure Venue of the year (r/up) and Health & Fitness Centre of the year (Winner)
 - **National Sport & Leisure Catering Awards** – runner up to the Etihad Stadium
 - **APSE** – Best Public / Private Sector Partnership and Efficiency & Transformation initiative – shortlisted nationally
 - **UKActive** – New Concept, Build and Design of the Year – Winner
 - **Lancaster & Morecambe College** – Apprentice of the Year (Georgia Parish) – (r/up)
- We have secured an additional years funding for the Active Lives programme to be able to continue to work with inactive and vulnerable people in the community until March 2020. Over the course of the programme, we have seen over 10,000 people engaged. 26,000 attendances at activity sessions / events, 3500 assessments carried out, 1200kg of weight lost, 800 activity sessions delivered per year. 10 volunteers recruited, blood pressure reduced and mental health improved.
- A family circuit class was introduced this year that proved so popular we had to put back to back classes on to meet demand

Tranquil Spa / Community Hub

- The Spa is on track to make £185k in income for its first full year of operation
- 3,235 treatments have been performed.
- The Feel Good Suite is a facility area within the Spa that includes equipment that specifically supports people with various mobility issues and enables exercise to be undertaken in a controlled and safe environment with highly qualified staff in attendance. Since opening it has recorded over 17,000 visits

- There are over 500 members that use the Hub. A combination of Feel Good Suite and Spa memberships
- Over 5,500 visits to the Thermal experience.
- The Hub has hosted 2 national Seminars for Les Mills UK (Global fitness Brand) and LFX (National Fitness forum)
- The Hub is home to a rehabilitation and sports massage clinic in partnership with University of Cumbria offering 40 appointments per week which is very popular

Future

- Café extension is now complete and due to open for the Easter Holidays. This hopes to make use of the good weather by offering an outdoor catering offer. Outdoor play area and crazy golf are being explored and an option for the summer Holidays
- Centre Manager asked to speak at APSE Southern Sport & Leisure Seminar in April about Salt Ayre and the Councils investment
- Salt Ayre will be the race HQ for a televised National Elite Cycle race taking place on the 9th June around the Trough of Bowland and finishing in Williamson Park. Salt Ayre staff are part of the organising committee for the event being run by Lune Racing Cycle Club
- Salt Ayre will be submitting applications to APSE, National Fitness, Bay business, Sunshine UKActive and Municipal Journal awards

Community Involvement / Support

- Provided support for 25 families affected by domestic abuse to access activities
- 4 clinics per week offered by midwives and health visitors at Salt Ayre offering over 30 appointments
- Salt Ayre working towards becoming a Dementia Friendly facility. 20 staff already received training
- Special needs CANDO event hosted at Salt Ayre in partnership with The North Lancs Direction Group, an information and fun day with families with children with additional needs
- RSPB, Fostering Service, Police / PCSO's regularly have clinics or stands in the main reception at Salt Ayre
- Providing activity session for excluded children in partnership with the Chadwick Centre and Switched ED from Grange Over Sands
- Piccadilly Gardens, support group for adults with learning disabilities doing weekly activity sessions around the centre
- Supported the local women's institute groups with their health week in September.
- Strong links with the chamber of commerce who are now integrated into our corporate membership scheme
- Salt Ayre is the headline sponsor for The Bay Business Awards and is sponsoring Young Achiever of the Year at this year's Sunshine Awards
- Providing support for a cohort of recovering substance misuse clients through Active Lancashire
- Salt Ayre was a drop off point for the Uniform bank where people donated used school uniform to be distributed to families in need

Culture and Tourism

- Annual STEAM reports published in Winter 2018 reported growth in the Visitor Economy in 2017: Visitors to our district, including our destinations of Lancaster and Morecambe Bay, saw a 2% increase on visitor spend in 2017 compared to 2016. In total, £477 million was generated within the local economy through visitor and tourism business expenditure. Actual visits to the district also increased with a total of 7.547 million tourism visits. This equates to 11% of all tourism visits made to Lancashire making us the most popular destination in Lancashire outside Blackpool.

Destination brand - Visit Lancaster

- There has been 77,000 unique users since April 2018 in its first full year of the website's launch. We delivered visitor campaigns included Festivals 2018 campaign, Love Lancaster Shortbreaks campaign and various school holiday activity campaigns. We delivered a successful 'Winter in the City' campaign in partnership with Lancaster BID promoting what's on including Lancaster on Ice. New branded visitor information boards were installed in Lancaster Railway Station.

Destination brand - Explore Morecambe Bay

- There has been 44,000 unique users since April 2018 in its first year of the website's launch. The site has experienced a steep growth curve over this period and continues to grow as people seek information about the Eden North Project. We delivered visitor campaigns which included Festivals 2018 campaign, Outdoor Activities campaign and various school holiday activity campaigns. We supported Morecambe BID's visitor leaflet and developed a heritage trail and visitor maps for Carnforth Business Chamber.

England's Historic Cities Group

- We have been part of England's Historic Cities group in launching a new campaign 'England's originals' - a £1.6m initiative will attract more international visitors to historic cities in England following a successful Discover England funding application to Visit Britain. Full campaign to be launched Spring 2019.

Museums

- The City Council's Museums successfully transferred back from County Museums Service and work is well underway to complete this process.
- A new Museums Development Manager has been recruited to manage and develop the City Museums
- Considerable work has already been undertaken to review the museums service and identify potential new developments and improvements
- Facebook pages have been successfully launch for City and Maritime Museums and engagement levels are increasing rapidly

- A new exhibition programme has been launched for both museums and marketing is underway.
- Work has started on preparing a range of detailed information required to achieve re-accreditation in summer 2019. This includes a Business Plan, Collections Development Policy, Audience Development Plan, Access Plan, Collections Care Plan, Documentation Plan and Procedural Manual and updated Emergency Plan. A new agreement with the King's Own Royal Regiment Museum Trustees is also required and is in development.

Festivals and Events

Vintage by the Sea

- Achieved an audience of 45,000 over the 2 days
- 59% of the audience were from outside of Lancaster District
- 90% of the audience agreed that VbtS helps to profile Morecambe as a vibrant cultural destination
- Achieved 3,712 bed nights in paid accommodation
- £906,413 was generated for the local economy from visitors
- 200 local individuals and businesses engaged in the festival
- PR coverage reached an estimated 1,940,000 views, including coverage of the festival on BBC North West Tonight, BBC Radio 6, BBC Radio Lancashire, Homes & Antiques Magazine, Daily Telegraph, The Times, Creative Tourism, Lancashire Life, Yours Magazine, Listed in the printed programme for Great Exhibition of the North, Lancaster Guardian and Morecambe Visitor
- 66,500 Facebook followers and 32,000 Twitter followers
- 100,000 national subscribers received the 'Vintage Festival' e-newsletter
- Shortlisted for 'Best Large Festival' Lancashire Tourism Award

Light Up Lancaster 2018

- Achieved an audience of 53,200 over the 2 evenings.
- City Centre footfall counters recorded a 34% increase on the Friday between 5-10pm when compared to the same evening in 2017 and a 10% increase on the Saturday evening
- Lancaster Visitor Information Centre recorded their busiest day/evening on the Friday, up by 33% from 2017
- Lancaster City Museum reported their footfall counter numbers were significantly up on 2017
- 26% of the audience were from outside of Lancaster District, up from 21% in 2017
- 6.5% of the audience stayed overnight in paid accommodation, up from 2.5% in 2017
- 92% of the audience stated that the festival was the reason for their visit
- 94% of the audience agreed that events such as LUL are a worthwhile use of public funding
- £483,482 of economic impact was generated by the festival
- For each pound invested in the event almost £3 was put back into the local economy

- 110 local volunteers involved in the festival
- 197 participatory workshops were delivered

Visitor Information Centres

- 112,000 (est.) visitor enquiries
- 80 tourism & local businesses supported
- 51 event organisers supported
- 4,000 Platform ticket sale transactions
- Celebrating success winner

New event organisers supported include:

- The Borough
- A.O.N.B Silverdale
- Winter Gardens
- Tracey Austin Dance factory
- Deco Publique
- Morecambe EDF Carnival Show
- Lancaster Arts
- Funcast Ltd
- IMPROV
- Globe Arena
- Morecambe Artist Colony

Marketing & Social Media:

- Twitter
Lancaster VIC - 2,740 followers
Morecambe VIC - 2,851 followers

VIC Displayed at:

- 4 Lancaster University applicant days
- 4 Lancaster University & University of Cumbria Open Days
- Heysham Viking Festival
- Housing Fair

The Platform

- Achieved an estimated audience of over 30,000
- £392,689 income generated, increased from £262,051 in 2017
- 25% of the audience were from outside of Lancaster District, up from 20% in 2017
- 105 Platform presented shows including Dr. John Cooper Clarke, Bay City Rollers, Michael Portillo, The Osmonds, Alice Roberts, The Searchers and Abbamania

- 2 Platform presented children's' shows
- 96 private hires including blood bank, tea dance, craft fairs, weddings, promenade concert orchestra and Morecambe Band
- 5 festivals e.g. Vintage by the Sea, Kite Festival, Steam Punk x 2 and Morecambe Music Festival

Arts Investments

Lancaster City Council supports The Dukes Theatre, Ludus Dance, Litfest and More Music by investing £206,100 in these organisations. Collectively these organisations are working towards achieving the following outputs:

Financial leverage/match funding of £2,172,642 (est.)

Employment 19ft, 55pt and 5,010 days of artists employment (est.)

Volunteers 205 (est.)

Number of education/taking part sessions 3,417 (est.)

Number of people taking part in activity 34,580 (est.)

Audience (local) 94,500 (est.)

Audience (from outside the district) 48,500 (est.)

Climate Change

In accord with the Motion agreed at Council recently to declare a "Climate Emergency" I am currently working to develop a plan to provide for the Council to become Carbon neutral by 2030. This work is centred on the new climate change cabinet liaison group which has met twice since its inception and is making good progress.

Renewable energy schemes approved in the district:

COUNCIL PROPERTY

- New CHP unit at Salt Ayre Leisure Centre
- New energy efficient lighting at SALC
- Most of the solar PV installations were completed in 2012 but 4kWp of Panels were installed on the AONB Partnerships Office in 21/09/2015
- In Council building light fittings are replaced with LED's whenever and wherever possible i.e. when a room is refurbished we replace light fittings.
- In the process of replacing around 16 emergency lights in LTH for LEDs. This is an ongoing project that will take some time but doing it this way allows us to absorb the cost within our "normal" R&M budget, cause minimal disruption, but still see the energy benefits over a period of time.

- Replaced the boiler at Ryelands House making this whole system more efficient with less emissions as the previous boiler was at least 25 years old.
- Replacing the boiler at City Museum this year around May 2019 which is also reaching the end of its serviceable life and very inefficient.
- Reroofed The Dukes and the City Museum – both improving the insulation and heat retention for those buildings.

WILLIAMSON PARK

- Williamson Park all lights that go out in the memorial, and out in the park are replaced with LEDs. The Pavilion Café are all LEDs now and the zoo is almost there in regards to animal enclosure lighting.
- The Ashton Memorial light up is all LED with the exception of the existing portico lighting.
- Wildflowers – in the process of creating ‘Wild’ corridors throughout the park. In summer 2018 we began raising the cut of our mowing to leave daisy heads on where appropriate and leaving areas uncut with managed perimeters and pathways through, where possible, in the less formal areas.
- Power tools – the park now hold an electric hedge trimmer and a strimmer. As the other non-eco tools come up for renewal the aim is to replace with electric if the technology is good enough.
- No doubt you already have the info on our latte levy and reducing single use. We have also stopped ordering plastic bottles of water, with the look to sell reusable bottles and stock recyclable cans of water by the summer. We also hold paper straws and biodegradable take-out food and drink containers.
- Water fountains located across District
- A small step is the installation of recycling bins in the park by May.

PARKS/ OPEN SPACE

- Wildflowers / perennial and more drought resistant planting schemes
- Tree management policy
- Grassland management review due to start
- Masterplans for main parks
- Green Flag awards recognise contributions to bio- diversity
- Continued investment in parks and open space

WASTE / RECYCLING

- Ongoing campaigns to based around waste hierarchy

- Regular monitoring of and then assistance provided to residents in low recycling yield areas
- Feasibility of electric / hydrogen fleet replacement being assessed as technology mainstrams

COUNCIL HOUSING

DISTRICT WIDE LEDS - Replaced old external lighting in the district with newer LED lighting – better cleaner light with a lower cost. Ongoing works. Also now Introducing ‘dimming’ microwave sensor LED light fittings to installations in general lets from now on. Changes in technology since initial LED lighting installed.

HOT WATER Installing energy efficient QUANTUM boilers in flat blocks to reduce energy costs for tenants and provide better more efficient hot water supply and automated legionella countermeasures.

ENVIRONMENTS - Renewing service building lighting such as VMU, FESTIVAL MARKET and STORES with updated LED HALO lights to provide safer brighter working environments and daily lower costs.

TOOLS - In the process of organising the restoration and redistribution of old power tool stocks for charity re-distribution.

SOLAR - Solar panel installations in the district to help with communal energy costs. Also offered PV systems to all rural ‘off-gas’ council owned domestic properties

SHELTERED - Energy creating lifts fitted to sheltered schemes to provide electricity for the scheme, along with installation of LED lighting throughout with automatically dimming microwave sensor fittings to overall reduce usage and cost when used. Installation of Solar Thermal water heating system to Ripley Ct.

FENCING - Plastic fencing products used, constructed from recycled materials.

CTRACK / APPOINTMENT PLANNING - Better, more efficient work processes being implemented throughout RMS to provide more efficient journeys to and from jobs, and less trips overall reducing fuel usage across the fleet.

ALERTS - Currently looking to implement new systems to reduce outgoing letters to residents – allowing SMS and EMAIL to take their place. Thus reducing plastic and paper usage.

TIME CLOCKS – removal of time clocks from council residential areas to reduce the wasted hours which lighting is provided – now PHOTOCCELL controlled by LUX levels.

BIKE RACKS – have been introduced to communal areas of flat blocks where possible (ie where will not cause an issue with fire egress)

INCREASED ROOF INSULATION – all re-roofing and major void projects have loft insulation ‘topped-up’ to 300mm.

REDUCTION OF WASTE BAGS – looked at waste collection from kitchen and bathroom renewals on planned works and reduced the use of plastic refuse sacks by approx. 70%

'A' RATED BOILER INSTALLATIONS – majority of council owned dwellings have 'A' rated boilers (some properties cannot have them fitted – solid fuel or elec only)

INCREASED THERMALLY EFFICIENT COMPONENTS – implementation of advancements in building technology (improved efficiency double glazed windows, composite doors)

TRANSPORT

Over the next 4 years there are approximately 70 vans that will be due for replacement. In the first instance a decision will be taken based on business need as to whether by working differently we can either reduce the amount of vans needed or at least replace a big van for a small van. Already the Council has 2 electric pool cars. We recently took delivery of 3 electric vans to replace 3 diesel vans. There are also a number of Sweepers that are being replaced over the next few years. We are already looking at what electric alternatives might be available and then we can trial them in real life situations.

With regard to large vehicles like refuse collection vehicles we are working with the University to look at whether shifting to a hydrogen power is a practical alternative.

We have been awarded the full application amount of £630K to install recharging points within the district for Taxi cabs to enable a move towards electric vehicles.

- In 2018/19 we also purchased **5 electric vehicles** and installed double socket charge points at White Lund Depot and Lancaster Town Hall. These have the capability of charging up to 8 vehicles at once, so can accommodate extra vehicles as and when we buy them.
- Further reviews are planned for 19/20, when we have **72 vehicles** due to be replaced. We'll be looking at EV options for each of these on a case-by-case basis;
- We also make regular use of our *vehicle telemetry software* (C-Track) and *fuel management system* (Triscan) to gather data on routes, mileage, MPG and emissions (Co2). These system are used to help us understand how our vehicles are used, help us build an understanding of the whole-life-costs and the environmental impact.
- Road diesel consumption is reported quarterly through our internal monitoring arrangements.
- Council cycle to work scheme

Breakdown of our current EV's below

- 2 Electric Renault Zoe pool cars – Based at WLD and LTH
- 3 Electric Renault Kangoo vans – *x1 for courier service, x1 for Williamson Park, x1 for our Cleansing Team*
- In 18/19 we also fitted LED lighting within our Vehicle Maintenance Unit.

Executive Annual Report 2018/19

Councillor Brendan Hughes

Cabinet Member and Portfolio Holder with responsibility for Community Safety, Clean and Green and Car Parking

Executive Membership

- Cabinet

Executive Appointments to Outside Bodies etc

- Lancashire Waste Partnership
- Community Safety Partnership

Overview of Portfolio Responsibilities

Responsibility for Community Safety and Clean and Green and car parking

Progress made during 2018/19

It has been another busy year within my portfolio, with lots of the planned initiatives starting to progress to help balance the budget in future years. This year we saw the governments waste strategy finally released. This means the team will be able to start planning for the significant changes that are coming to the district in terms of waste collection.

Again we have achieved some great things in our parks, with a plethora of awards kept and some gained. This is testament to the hard work the various frontline teams do everyday to kept the district clean and green.

We continued to fight the problem of fly tipping that blights the district, and I am happy to say we have had some tangible results in this area, with the number of successful prosecutions on the rise.

We have done some great things with the fleet, introducing more electric fleet vehicles and installing charging points at various council buildings. We have an ambition to introduce more into the fleet and are working towards the possibility of, introducing hydro fuelled waste collection vehicles. This is a joint initiative with the university and other key partners, this is some years down the line but we feel an achievable aspiration.

The CSP continues to fund local projects to make an impact on its key goals. The most recent of which saw us provide free lights and cycle advice to cyclists around the district. As well as this we have funded some key projects that help tackle the more serious side of community safety.

Our car parks continue to service the district and you will shortly see some electric charging points being installed into them after grant funding was successful. The team are working on a car parking strategy for future years, with some big infrastructure projects on the bill in the district.

The service continues to win awards with Will Griffiths finalist in the LGC rising star award this year, so fingers crossed. We have won APSE awards for our apprentices with some real talent coming through the repairs and maintenance teams.

Our innovative approach and working ways have been recognised by other councils in the country. For the first time in many years we have been invited to speak at various events and seminars, to share best practice.

I wish to put my thanks on record for the work Mark, Susanne and the various teams in the directorate that go above and beyond on a daily basis, to keep Lancaster the district we all love to live and work in.

Officers have prepared bullet points of some of our successes in the past year:

PUBLIC REALM

- North West In Bloom (NWIB) – Silver Gilt Winner in new category – Large Coastal Town
- Seaside Awards for Morecambe North & South Beaches
- 3 x Green Flags for the first time ever, Williamson Park, Happy Mount Park, Ryelands Park
- Williamson Park awarded Visit England accreditation for quality visitor attraction
- Working with Storey Gardens Friends Group – gardens now re-open to the public
- Procurement of new Ice Cream Van used in parks and events generating over £11k in net profit
- Winning tender for a further 20 County Council schools grounds maintenance – contract value £20k
- Hosted the inaugural Highest Point Festival in Williamson Park attracting over 20,000 visitors. Back again for May 2019
- Further implementation of reducing single use plastic – Latte levy introduced at Williamson Park in partnership with Lancaster Uni
- Implementation of the Bay Cottage Play Area Phase 2 improvements
- Implementation of new replacement play area at Barnacre Close, Lancaster
- Implementation of new £55k play area at Beech Avenue, Galgate – delivery April 2019
- Secured over £40k of funding through West End Millions and Government Pocket Parks Fund for Regent Park – delivery in April 2019
- Implementation of new Outdoor Gym at Ryelands Park – delivery in March 2019
- Butterfly House & Zoo received over 50,000 visitors to date, more than any other year, with one month to go. Highest level of ticket sales on record. All helped by previous development of Meerkats and Monkeys
- Achieved support to bring back in house Stone Jetty and West End Gardens Cafés

BUSINESS SUPPORT

- Introduced the Council's first electric vehicles into the fleet – 2 pool cars and 3 panel vans

- Installed 4 EV chargers at White Lund Depot and Lancaster Town Hall to charge up to eight electric fleet vehicles at the same time
- Installed 5 electric vehicle charge points for the public, in five of our car parks (Lancaster and Morecambe)
- Launched MOTs, repairs and servicing to businesses and the general public – income for the year predicted to be £15k with 100% of our private customers saying they received either an “excellent” or “good” level of service
- Transport team nominated for “Most Improved Transport Operation of the Year”
- Achieved a 96% pass rate from the Ministry of Transport for heavy goods vehicles
- Reduced the number of lost days due to Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) in Waste & Recycling, RMS and Public Realm by 77% compared to the previous year (from 304 to 68 days)
- Reviewed the building cleaning schedules for internal buildings and generated an annual saving of £25,000
- Secured funding from Morecambe Town Council and Lancaster & Morecambe Business Improvement Districts (BIDs) to contribute towards the running costs of the CCTV system.

REPAIRS AND MAINTENANCE

- Reduced the turn-around time for voids to its current figure of 25.55 days and completed repairs to approximately 300 voids.
- Completed approx. 11,000 responsive repairs
- Ensured all tenants with a gas appliance installed in their homes are safe and have benefited from an annual Landlords Gas Safety Check.
- Reduced the reliance on external contractors to undertake major void works (void properties requiring extensive works/component replacements) carrying out these works in-house. This has been achieved without increasing the number of operatives employed or impacting on the overall void performance.
- Association for Public Service Excellence (APSE) Housing and Building 2018 Apprentice of the year awarded to Fiona Finnigan, 2nd year Joinery apprentice
- Achieved 90% satisfaction for undertaking responsive repairs. .Successfully delivered £4m of Capital funded works and £380,000 of revenue funded programme

works, including adapting 86 council homes with disabled facilities works totalling £255k and 70k fire precautions work at Brunton's warehouse.

- Commissioned detailed external structural surveys to Mainway High Rise blocks and surrounding buildings. Proposed works to the blocks have not yet been drafted, but will be a model of consultation.

Executive Annual Report 2018/19

Councillor Margaret Pattison

Cabinet Member and Portfolio Holder with responsibility for Markets, Voluntary Sector, Older People and Rural Areas

Executive Membership

- Cabinet
- Planning Policy Cabinet Liaison Group

Executive Appointments to Outside Bodies etc

- Lancaster Community Fund Grants Panel
- Yorkshire Dales National Park Board

Overview of Portfolio Responsibilities

Responsibility for Markets, Voluntary Sector, Older People and Rural Areas

Progress made during 2018/19

I feel so privileged to have served on Lancaster City Council Cabinet for the last 4 years and have visited and attended lots of different groups and networks over the last year.

Markets

Officers are working at how our markets can be best developed to compliment our wider strategic plans. This includes looking at examples of best practice. A visit to Altrincham recently took place to see the now thriving market and gain an understanding of what led to its rejuvenation.

Voluntary Sector

Lancaster City Council do an amazing job supporting local small groups through the Community Foundation For Lancashire Funding, which supports projects which are key to creating a stronger, more resilient and vibrant community with long-term benefits to local people.

Last year I was asked to present staff awards at the City Council's "Celebrate Success" Event and was honoured to present an award to Environmental Health. Congratulations!

We are now on our second "Alley Project" working alongside lots of volunteer groups to transform the back alley of houses into communal gardens. The first alley we managed to paint walls white with the permission of the residents. Lancaster And Morecambe College, The Prop Up Project, The Cove and many more volunteers enjoyed painting artwork on the walls, making a bench, painting rocks, lots of lovely hand-made waterproof artwork and Community Payback kindly cleared the alley and put chippings on the ground to make the alley look inviting for the local residents to enjoy all year round.

To attend Armed Forces Day on 30th July was very moving, a beautiful service at St Barnabas Church Morecambe.

Supporting Healthy Living in Morecambe - Morecambe Parkrun will be starting up very soon supported by their local GP Practice, the run will start from the Battery Morecambe 9am every Saturday. 700 GP Practices across the UK in partnership with their local parkrun to signpost, staff and patients to take part for a healthy lifestyle.

Morecambe Town Council was all in favour of the Defibrillator I applied for last year for North West Ambulance. Morecambe Town Council payed the £500 towards the cabinet for the Defibrillator which I was so proud of and has now been placed outside the GPS Surgery at the Battery Morecambe; people can now feel safe knowing these life-saving machines are around our Town.

Older People

Last March I was honoured to host the Older Peoples Network at Lancaster Town Hall working alongside our network organiser David Halpin and Janet, Jenny Kay and the team from Lancaster City Council. Elected members from around the Northwest Elected Older Peoples

Champions shared good practice. My speakers were Dr Andy Knox from Ashtrees Surgery Carnforth, who spoke about "living well" and "dying well". N Compass Northwest who care for carers, and myself jointly with Anne Oliver from Age UK Lancashire spoke about tackling "Isolation and Loneliness." This was a successful day with our leader Cllr Eileen Blamire speaking about her husband's experience living in care, which was very moving, thank you Eileen.

We have held Older Peoples networks throughout the Northwest which I have chaired for the year. I was so happy to cover lots of projects with officers and Councillors, Public Health Medicine, Action Together, Ambition for Ageing and Miles Of Smiles, Safety in the Home, Safety Online, Safe Traders, Sefton Illustrative Good Practice, Sefton Older Peoples Forum, Age Friendly Network and World Health Organisation Global Network, Healthy living in later life.

Older Peoples Housing.

Final refurbishment will be completed at the end of March at Ripley Court. The project has converted bedsit flats into one bedroom accommodation and has greatly improved the living space for these units.

Work has started on site at Parkside Court to convert the old Scheme Manager's house into flats, and will continue with similar conversions at Melling House and Beck View.

We have improved our void performance in sheltered stock alongside our overall performance for re-letting our properties more quickly. We are ensuring that sheltered accommodation is matched to applicants who will benefit from the support of a scheme manager alongside the reassurance of the Lifeline system by ensuring that all applicants have an informed meeting with the scheme manager before they sign up to make sure it is the right move for them.

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We will be starting to look at an upgrade to our Lifeline System during 19/20. This will upgrade the service to digital which should provide access to many improvements and enable team managers to have more options for keeping in contact with tenants via their telephone and tablets if they choose, as well as maintaining reassurance visits. We are looking to agree three pilot upgrades initially.

Our scooter store at Melling house has been popular and addressed many issues with limited space for residents. This has helped to maintain the independence of residents who would not otherwise have space for a scooter.

I am still proud to support "The Bay Dementia Hub" the first Friday of each month catering for anyone and their families and carers diagnosed with any illness.

Thank you to everyone involved for all their great work giving vital advice.

I was proud to support ALMO (A Life More Ordinary) supporting people with Dementia, showing old fashion films in a relaxed atmosphere.

It is lovely to see we are teaching sign language to young children through the CBeebies children's programme, Mr Tumble as everyone will know who have young children, this is fantastic for people with hearing problems to communicate.

Rural Areas

Arnside & Silverdale AONB

- The AONB Partnership have reviewed the 5-year statutory AONB Management Plan on behalf of the four responsible local authorities and produced a new plan for 2019-24 informed by extensive public consultation
- The AONB Partnership have played a key role in supporting the development of the AONB Development Plan Document, which has been prepared jointly by the City Council and South Lakeland District Council
- The AONB Partnership continues to provide landscape-related planning advice to both LCC and SLDC, reviewing 209 planning applications and providing comments on 77
- 2 woodland family fun days attracted over 200 people

"The children came last year with their grandparents. They haven't stopped talking about it, so this year we arranged our holiday so we could come too."

- 6 Land Art sessions at local Nature Reserve Trowbarrow attracted 82 people

"We liked playing in the forest and the walk through the forest. We haven't been to the AONB before."

- Completed a Geology Audit and Assessment with Natural England
- AONB Conference "The Geology of the Arnside & Silverdale AONB" attracted 102 delegates
- 1,727 Facebook followers, 2,936 Twitter followers and 30,000 unique visitors to the website
- AONB e-newsletter has 860 subscribers. An average of 60% of subscribers open the newsletter (compared with an industry average of 13.2%) and around 10% click links (compared with 1.5% industry average)
- AONB Partnership took part in Light Up Lancaster displaying bird lanterns and poetry in the Storey Gardens. To do the work we received £4,100 of Awards for All Lottery funding. Organised 11 participatory sessions with 90 schoolchildren from two local schools. A good number of the children who took part brought along their families to see the finished pieces of work displayed over the two nights of the festival
- Completed 56 practical volunteer tasks, amounting to 3,006 hours of volunteer time
- 1,281 face to face enquiries at the AONB office, and 705 people made telephone enquiries.

Executive Annual Report 2018/19

Councillor Warriner

Cabinet Member and Portfolio Holder with responsibility for Housing and Environmental Health

Executive Membership

- Cabinet
- District Wide Tenants Cabinet Liaison Group
- Housing Regeneration Cabinet Liaison Group (Chairman)
- Flooding Cabinet Liaison Group

Executive Appointments to Outside Bodies, etc.

- Health and Wellbeing Partnership

Overview of Portfolio Responsibilities

- Responsibility for Housing and Environmental Health

Progress made during 2018/19

PRIVATE SECTOR HOUSING

HOUSING OPTIONS (HOMELESSNESS & CHOICE BASED LETTINGS)

- Homeless acceptances have reduced over the last 10 years and are set to reduce even further with the implementation of the Homeless Reduction Act 2017. For the year 2017/18, the total acceptances were 75. During the same period, officers dealt with a total of 651 cases where homelessness was prevented or relieved to remain in existing

accommodation or assisted into alternative accommodation before being made homeless. Lancaster received the highest amount of flexible homelessness grant funding in Lancashire due to our successful prevention work. Rough sleeping is an ongoing issue, not in terms of numbers, but in terms of the increasingly complex needs of some people. Christchurch is the only direct access shelter in the North West and we see an influx of homeless people coming in to the District from other areas during the winter months.

- Increasing temporary accommodation - we have commissioned 12 new units of homeless accommodation in Lancaster, including Portland Street and Aldcliffe House. This has enabled the Council to make placements for single homeless households, including rough sleepers. Oak Tree House provides supported accommodation for rough sleepers and single homeless with complex needs. Out of 95 referrals, 58 placements have been made for people who were either rough sleeping prior to accessing the service or have a history of rough sleeping/repeat homelessness over the past 12 months. In November 2018, the housing districts and the County Council were successful with a pan Lancashire bid to provide additional funding worth £1.2 million across Lancashire for dedicated children's workers, BME support and funding for those with no recourse to public funds and dispersed units for those more complex families not suitable for communal refuge
- Funding bids for Rough Sleepers and the Rapid Housing Pathway from the Ministry of Housing for Communities and Local Government (MHCLG) are currently in progress
- We are working with substance misuse partners and have developed a Substance Misuse Forum with a local partnership working protocol, with the aim of preventing homelessness and improving housing pathways for homeless leaving accommodation based services. Housing Options also provide housing drop-ins at Walter Lyon House and Littledale Hall.
- Choice Based Lettings (CBL) - An updated Housing Allocations Policy was approved in March 2018. In the past 12 months, we have advertised and let around 265 council tenancies and a further 145 Housing Association tenancies within the District. During 2018, CBL officers, for a trial period, have taken on the role of the viewing and sign up process, with a view to improving the time taken to re-let properties and reduce void times.

- Plans are in place to commission a “lived experience” piece of research to inform the review of the Homeless Strategy, which is due in 2019.

HOUSING STANDARDS

- A landlord in Lancaster was successfully prosecuted in January 2019 for failure to carry out repair works to a privately rented property and fined £2000, with £2000 costs.
- Lancaster City Council and Lancaster University were shortlisted for The Chartered Institute of Environmental Health (CIEH) Excellence Awards, 2018, for the Approved Homes Scheme, developed to promote good quality off-campus student accommodation.
- Lancaster welcomed a further 5 resettled refugee families from Syria in July 2018, bringing the total number of families resettled in Lancaster to 15. The Council continues to work in partnership with Lancashire County Council and the third sector to support the resettlement of the families. Serco continue to provide accommodation for asylum seekers in 32 houses across the district.
- Lancaster was successful in their bid for funding from the Rogue Landlord Enforcement Fund to create a training programme for enforcement staff across Lancashire.

HOME IMPROVEMENT AGENCY

- In 2018, the HIA was highly commended for their ‘Adaptation Service’ in a national award ceremony held at the House of Lords.
- 2300 enquiries were received by the HIA from residents and partners.
- 990 residents were helped to complete small Handyperson jobs in their home and 500 residents assisted to raise funds and undertake work in their own homes
- 578 Minor Adaptations were completed. This service forms part of the agreement in place with the County Council and enables residents to receive a fully integrated adaptation service.
- Lancaster’s Disabled Facilities Grant (DFG) allocation in 2018/19, including carry forward, was £2.46 million, compared to £1.93 million in 2017/18. This includes an additional £214k of funding applied for and awarded in December 2018.

- 471 Referrals were received for DFG assistance in 2018/19, compared to 446 in 2017/18. This increase is despite a reduction in referrals from the County Council OT service and is the result of extensive promotional work and the use of independent OTs. This way of working provides a speedier process for clients.
- 360 DFG grants approved in 2018/19 compared to 273 in 2017/18.
- 381 DFG grants completed in 2018/19 compared to 232 in 2017/18.
- £2.33 million forecasted spend on DFG grant work in 2018/19.

COUNCIL HOUSING

Improved Customer Satisfaction

- A concerted focus on performance improvement within the Repairs and Maintenance Service (RMS) has led to an 89.8% customer satisfaction following day to day repair jobs.

Supporting Tenants, Protecting Income

- 2018/19 saw an additional Household Intervention Officer (HIO) post established to support tenants with vulnerabilities and complex support needs. Since April 2018, HIOs have intensively worked with 117 new vulnerable households.
- The service has provided match funding with European Structural and Investment Funds (ESIF) to establish an Employability Coach. This role will support tenants and community members to develop their skills and employability through tailored programmes.
- Against the continued backdrop of welfare reform (including the implementation of Universal Credit) the service has worked closely with tenants and other agencies to realise a reduction in current tenant rent arrears by 19% in the space of 12 months.

Community Development

- The service has begun to pilot estate/community profiles, to identify the needs of a specific community and improve services in that area. A scheme of summer community events is planned, taking place at three estates across the district, in partnership with the health and wellbeing services and support services, as well as the Police and the Fire and Rescue Services.

Improved Tenancy Support and Management

- A focus on lean thinking principles in void management has seen a reduction in average empty property re-let time, from 66 days (Jan 2018) to 26 days (Jan 2019) - an improvement of 61%. This equates to approx. £100K additional rental income in 2018/19.
- We continue to develop partnership work with the Anti-Social Behaviour (ASB) Team. In addition, our Estate Management team are developing the skills for the use of legal actions, such as Community Protection Warnings and Notices, alongside more traditional tenancy enforcement tools.
- We have forged improved inter-agency links by supporting prosecutions for environmental crime, working together in cases where organised serious crime is suspected, and jointly attending bi-weekly meetings with the police. This improved tenancy enforcement allows us to provide better support for vulnerable households on our estates.

The service attained its Housing Quality Network Accreditation in Income Management; along with reduced rent arrears, a particular focus is given to the support we provide to tenants (and prospective tenants) in arrears, and to tenancy sustainment in general.

Looking Forward

Over the forthcoming year, Council Housing are focussing on:

- The Mainway project: incorporating planned capital works to the communal areas, replacement lifts and new roofs, within an estate wide scheme to refurbish the windows, facades and entranceways. Proposals will also consider remodelling of the external spaces, facilities and traffic. The project will engage in early consultations with local tenants to help establish priorities and project options. Preparatory work will take place within 2019/20 for a full project start date within 2020/21;
- Continued aspirations for new build council housing to meet demand, including the investigation of alternative vehicles for delivery;
- Continuing to develop shared resources and expertise with the corporate ASB team in response to community priorities, including an increase to the Housing Revenue Account (HRA) contribution to the ASB team;

- Continued focus on reduction in empty home turnover, ensuring sustainability of improved performance;
- Building on and improving the effectiveness and efficiency of the Repairs and Maintenance Service (RMS) through investment in technology;
- Mainstreaming of support to community centres, and continued development of community led services through cross-service working.

PUBLIC PROTECTION

Anti-Social Behaviour

- Completed the piloting of a highly successful anti-social behaviour service employing a wide range of informal & formal interventions and enforcement methods including prosecutions and civil injunctions
- Working closely with neighbourhood policing teams, carried out focused support and interventions to tackle anti-social behaviour concerns in Lancaster city centre and in Poulton ward. Further focussed interventions will take place in 2019-20 responding to priority needs
- Partnered with Lancaster University and Students Union to address student-related anti-social behaviour concerns including noise nuisance, also worked with letting agents
- Focussed on young people and causes of anti-social behaviour. Appointed a seconded PCSO to lead on case work with young people.

Environmental enforcement

- Introduced high profile Operation Peregrine with a strategy to target and minimise fly-tipping, using a range of awareness-raising, deterrence and targeted enforcement methods
- Implemented new enforcement methods for wider fixed penalty notice enforcement and suspect vehicle seizure
- Delivered a range of formal enforcement interventions and a number of successful prosecutions sending a clear message, making maximum use of social media

Dog fouling

- Continued to partner with Morecambe Town Council on dedicated dog fouling enforcement. Observed dog mess pick-up rates continue to exceed 99%.

Air quality

- Major work is ongoing leading to the production of a new Air Quality Action Plan for the Lancaster District in 2020. Consultation is ongoing
- Major grant of over £600k for taxi / private hire electric vehicle charging points to be installed across the county

Food Safety

- Introduced new service model, bringing food industry experienced professionals into the team alongside new products, such as individual support to very new food business start-ups
- Completed a two year complex investigation into sale and distribution of frozen chicken that was unfit for human consumption and had been relabelled so as to mislead the public. Successful prosecution with a fine of £70,000

Port Health

- Delivered and completed an EU Exit preparation project at Heysham Port, analysing shipped goods coming ashore to help identify potential challenges post-Brexit

Health and Safety

- Completed a three year complex investigation into the death of an elderly resident of a local care home. Successful prosecution with a fine in excess of £140,000

Licensing

- Changed our licensing administration service to make it more business-friendly in providing at the point when business people need advice and support.
- Established a multi-agency licensing team with proactive focus and information sharing to achieve common objectives, partnering with police, fire, trading standards, CSE officers, environmental health officers, etc.

Pest Control

- Trading as 'Unbugged', provided specialised pest control support on contract on large and complex premises and industrial sites

Civil Contingencies

- Advised and assisted a range of local communities at parish and ward level on planning, preparedness and recovery from emergencies. Two new communities, Wennington and Scotforth, have completed their community emergency plans this year, bringing the total to 13 completed and 3 in preparation.
- In the autumn, we held a flood training workshop for community groups, attended by 80 people involved in established community emergency plans. A similar event will be held later in 2019.

Early Action

- Established a multi-agency team to help vulnerable people who are experiencing difficulties, with the aim of preventing them from escalating.

Executive Annual Report 2018/19

Councillor Anne Whitehead

[Cabinet Member and Portfolio Holder with responsibility for Finance, Revenues and Benefits, Performance Management and Community Wealth Building](#)

Executive Membership

- Cabinet
- Canal Quarter Cabinet Liaison Group
- Planning Policy Cabinet Liaison group
- Shared Revenues and Benefits Service Joint Committee

Overview of Portfolio Responsibilities

Responsibility for Finance, Revenues and Benefits, Performance Management, Community Wealth Building

Progress made during 2018/19

Finance

The Council continues to operate in a difficult financial climate, as central government funding to local authorities continues to be reduced. In spite of this, the Council is on target to meet its 2018/19 revenue budget and has set a balanced budget for 2019/20 which has protected front line services, maintained full Council Tax Support to the most vulnerable and introduced additional resources to meet Council priorities in the areas of anti-social behaviour, CCTV, food poverty and support for park improvements.

The Council's Medium Term Financial Strategy highlights a budget gap in excess of £2m from 2020/21 onwards, but importantly sets out ambitious plans to meet this gap with its

Funding the Future Strategy which will look to make savings from a rigorous pursuit of efficiency, increased commercialism and carefully risk managed property investments in the Lancaster district.

Work has commenced on a revised approach to capital expenditure in support of key corporate projects such as Canal Quarter, Heysham Gateway and Bailrigg Garden Village. A Member and Officer Capital Strategy Group will oversee the effective implementation and monitoring of key capital projects which will arise from the Economic Growth Plan and Climate Change Action Plan.

Business rates retention continues to be an uncertain source of funding for the Council which carries a significant risk associated with the Heysham Nuclear Power Station. However, the delivery of successful projects such as Canal Quarter and Heysham Gateway provide an opportunity for the Council to benefit from business rates growth and direct this financial benefit towards projects and services which benefit the Lancaster district and its communities.

All in all, the Council's Medium Term Financial Strategy aims to provide a positive response to Lancaster's financial challenges as an alternative to managing decline. By focussing on financial resilience and proactive management, we will continue to protect and enhance service provision.

For the second year, we will be required to close our annual accounts by 31 May. As last year, we will meet this deadline and aim to receive an unqualified opinion on the accounts and our arrangements for Value for Money.

Revenues and Benefits

The service has had another challenging year, adapting to continuing welfare reforms and universal credit changes.

In July 2016, the Lancaster & Morecambe district went live on the full Universal Credit (UC) service, which is administered by the Department for Work and Pensions (DWP). It is reported that there are around 8,400 customers currently receiving UC in the City Council area. Numbers transferring to UC have slowed down following announcements

by the Works and Pensions Secretary to adopt a “test and learn” approach to the managed migration process, based upon Harrogate’s experiences. The managed migration process for Lancaster is now only scheduled to start in 2020/21.

There are ever increasing numbers of data share documents received by the council and this in turn increases workload. The current housing benefit/council tax support caseload currently stands at 11,626, a slight increase from April 2018. At the same time, the Assessment Team continues to experience issues with processes and procedures linked to UC; these are on-going and are being highlighted to DWP via the Partnership Manager as they arise. Through Customer Services, the council has been providing personal budgeting support to UC applicants on behalf of DWP. However, from April 2019, the Government has announced a new arrangement, whereby the Citizens Advice will be funded to take on the responsibility of delivering Universal Support.

The Localised Council Tax Support scheme benefits were maintained during 2018/19 and in December 2018, council took the decision to retain basically the same scheme for 2019/20, one of the few councils to retain up to 100% support levels. The decision to unlock previous backdating restrictions has proven successful in helping claimants receive additional support to which they were entitled.

The service continues to deal with issues relating to business rates, including the fallout from the 2017 revaluation and the myriad of property relief schemes now in place, together with the ongoing difficulties resulting from the adoption of rate avoidance tactics. Both Lancaster and Morecambe Business Improvement Districts (BID) continue to deliver benefits to the local community and generate a combined yield of £360k for local projects.

More generally for the service, budget savings targets have been achieved and despite reducing operating costs, performance targets have been broadly maintained. However, processing times are hampered in obtaining UC information from DWP, although slowly but surely matters are improving.

Looking forward, the focus remains on managing ongoing Government reforms effectively and shaping service delivery to encourage channel shift by educating and assisting customers to use self-serve solutions.

Performance Management

Progress against corporate success measures was reported quarterly to both Cabinet and Budget & Performance Panel, with opportunity for members to ask questions and discuss successes and areas for improvement.

Regular reporting of progress on key measures has highlighted a number of successes from across the Council during 2018-19, including:

- Reduction in time taken to re-let Council houses from 63.13 days at the end of 2017-18, to 25.68 days for the period October-December 2018
- Sustained strong performance in determining all categories of planning applications, ranking 7th of 330 authorities in England for non-major applications, and 23rd of 330 authorities in England for major applications
- Reduction in residual waste collected per household from 88.4kg for the period July-September 2017, to 81kg for the same period in 2018

The adoption of the Council Plan 2018-22 during the year provided a strong outcome focus to link strategy to operations in future performance reporting. In practice there are two steps to achieving this, both of which are in progress concurrently

The first is developing strategy documents focused around the key areas of our Ambitions, such as the Economic Growth Plan, Climate Change Action Plan and Financial Sustainability Plan. These documents will set out in more detail what will be achieved in each area over the coming years.

The second is reviewing the Council's corporate Performance Indicators, which measure the organisation's success in achieving its Ambitions. A refreshed set of Indicators will provide regular updates on progress against significant outcomes from the Council Plan and supporting strategies.

Automated collation of data into performance dashboards has been successfully trialled during 2018-19, and further development on this will continue in 2019-20, including interactive dashboards for members and the public. Microsoft's Power BI product provides the opportunity to draw data from the widest possible variety of sources, both internal and external to the council, into a single interactive dashboard.

A trial of the product conducted using the Property team's energy usage data provided enhanced capability for the team to compare usage across different years, as well as saving time on collating information from different sources, with the team planning on expanding the dashboard in the next phase of development.

Roll-out of the product will focus initially on developing a dashboard around the corporate Performance Indicators, followed by working with different teams across the organisation in more depth to make best use of their data.

Strongly linked to the organisation's performance, and the successful delivery of Council Plan outcomes, is supporting the strong management and coordination of the wide range of corporate projects. Full-day sessions were recently held for all officers involved in leading projects, to discuss best practice in project management and also to set out the Council's future approach to supporting key projects through consistent documentation and reporting. The recruitment of a Programme Manager from March 2019 also adds much-needed capacity in coordinating and supporting strategic decision-making as many exciting projects develop.

Community Wealth Building

The Council has been working with the Centre for Local Economic Strategies (CLES) to help to develop its approach to local wealth building. CLES have worked with the Council participating in events leading up to the development of the Economic Growth Plan and training sessions have been held recently for key staff.

The Council has purchased a data analysis tool to assist in analysing invoice spend. The analysis is for first tier spend only and can identify the location of the office to which the invoice was paid, if the supplier is an SME or Voluntary organisation. The tool also allows access to data from other local authorities who are signed up to use the data analysis tool. This could be used for collaborative purchasing processes. At present,

there is limited data for Lancaster. However, over time this information should increase and become more meaningful.

A part time Local Wealth Building Officer has been recruited to support local wealth building activities and joined the Council in March. The council is currently commissioning a diagnostic piece of work to assess where the district is in terms of:

- Employment, skills and the workforce, considering employment terms and conditions, levels of apprenticeships, the Living Wage, volunteering and youth employment
- Procurement and local spend, particularly by anchor institutions in the area, how wealth can be retained and how local businesses can access new opportunities
- Use of land, property and assets to support local wealth building, considering how these can be used to help local economic initiatives develop and thrive and how planning can support
- Entrepreneurialism and local ownership of the economy, looking at what is needed to create an environment in which entrepreneurialism succeeds in local communities

Over 30 people have been supported via local community economic projects such as The Growing Club, Angels Den and the Slow Fashion event.