

Foreword: Cllr Phillip Black

The Council Plan 2024-2027 highlights the strategic direction of Lancaster City Council. The Council Plan is an internal business planning document that sets out the council's future priorities and policies. Policies will remain flexible and adaptable to accommodate the changing needs of the district. There are four principles for the years 2024-2027, to show a clear vision for our district, where we are all proud to have;

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Healthy and Happy Communities
- A Co-Operative, Kind and Responsible Council

Financial Context - We will align budget and resource to deliver the prioritised ambitions.

The council faces a significant financial challenge. Central government have withdrawn in the region of 40% of our funding over the last decade and millions of pounds of cost burden has been passed on to the local council taxpayers and businesses in the district. Despite this, the council has experienced a significant reduction in real terms spending power.

Alongside the national context of spiking inflation, high energy costs and increases to the National Living Wage, local authorities are under financial restraint like never before. Demand for services continue to rise, including the statutory services that our communities rely on. Local authorities are also well placed to play crucial roles in tackling the shared challenges of the climate emergency and sustainable economic development, following the covid-19 pandemic.

The council has embarked on a programme called Outcomes-Based Resourcing (OBR) that will see it examine every area of its budget and match resources more closely with its priorities. The OBR programme includes looking at ways the council can do things differently by utilising technology and being more efficient, as well as considering areas in which it can generate more income. By matching resources closely with priorities, we are successfully delivering services and the ambitions of the Council Plan.

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Our Values, Culture and People Plan

Our values define who we are and, importantly, where we want to be in the future. Our Values are embedded in the Council Plan and the vision for the future.



By working with our staff to define our values and embedding them in our daily working lives, we will achieve enduring excellence in delivering positive outcomes for our communities. Our values will support our purpose of working in partnership with our communities to create a district where people can flourish.

The People Plan

A People Plan is an internal, strategic document that guides how we will manage, develop, and support our workforce. It is therefore critical to supporting the delivery of the Council Plan. It is underpinned by our values and supports the development of an organisational culture where our workforce is supported and have the right skills, knowledge, and behaviours.

Engagement and Collaboration

Our aim is to work; 'in partnership with our communities, creating a district where people can flourish'.

We engage with residents so that our policies and services are informed by and delivered for residents. Our responsibility is to deliver services that achieve the best outcomes for all our residents - in Lancaster, Morecambe, Heysham, Carnforth, and the coastal and rural villages. The Council Plan is ambitious and sets out intended outcomes that require the combined efforts of the council, residents, volunteers, businesses, and many other organisations.

Our ambitions can only be achieved by working collaboratively with a range of partners. The Council Plan will capitalise on opportunities for new and innovative ways of working with partners, the community and new technology.

Existing partnerships, as shown below, are key to helping deliver outcomes for the district.

- Lancaster District Strategic Partnership
- The Bay Anchor Network
- Community Safety Partnership

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- Communities Together
- Lancaster District Health and Wellbeing partnership

Case Study – Lancaster District Peoples Jury

The People's Jury, formed of 30 citizens from across the Lancaster district, shows that resident engagement and participation can amplify strategic action. The 16 sessions facilitated by non-profit Shared Future CIC on the council's behalf enabled the Peoples Jury to identify how our activities could be made net-zero carbon by 2030. Citizens were at the centre of designing a response to the climate emergency. The Climate Emergency is now a priority for the Council Plan. Climate Action is happening now, thanks to the passion and commitment of residents and the Peoples Jury. Further details can be found on our webpage: [Peoples Jury](#)

Residents can be; **Informed, Connected, Involved** in how the Council Plan is delivered by using our Keep Connected site: <https://www.lancaster.gov.uk/the-council-and-democracy/voice-your-views/get-involved>.

Sustainable Development Goals

[The 2030 Agenda for Sustainable Development](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals, which are an urgent call for action by all countries - developed and developing - in a global partnership.

The above Sustainable Development Goals are reflected in the Council Plan and the Principles, Themes and Ambitions.

The Council Plan

In this next section, the Principles, Themes and Ambitions of the Council Plan are explained. There are several internal organisational plans and services that contribute to the overarching Council Plan. There are website links provided within each theme.

Principles

The Council Plan sets out 4 **Principles**. The **Principles** are the cornerstones of all that we do.

Principles	1: A Sustainable District	2: An Inclusive and Prosperous Local Economy	3: Happy and Healthy Communities	4: A Co-operative, Kind and Responsible Council
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Themes

The Council Plan sets out 4 **Themes**. These **Themes** provide greater definition of the principles, to ensure strategy, policy, resources, and service delivery are focussed to effectively deliver the council's agreed outcomes for the district.

Themes	Action on the Climate Emergency <i>taking action to meet the challenges of the climate emergency.</i>	Community Wealth-Building (Morecambe Bay Model) <i>building a sustainable and just local economy that benefits people and organisations</i>	Increasing Wellbeing. Reducing Inequality <i>empowering and supporting healthy ways of living, and tackling the causes of inequality</i>	Deliver Effective Services, Take Responsibility <i>bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services.</i>
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Ambitions

The Council Plan sets out an ambitious vision of the future that will benefit the districts residents, our businesses and natural environment. In this section, the tables showcase the projects and activities that are being delivered for each ambition. The tables also highlight some projects and activities that are planned for and in development.

Theme 1: The Climate Emergency

On January 30, 2019, the council declared a climate emergency. The Council Plan sets out ambitions so that we take action to meet the challenges of the climate emergency. See our website for further information on what we are doing and how to get involved: [Climate Emergency - Lancaster City Council](#)

Ambition 1.1 Carbon Zero

Net zero carbon by 2030 while supporting other individuals, businesses, and organisations across the district to reach the same goal.

Projects and Activities	<ul style="list-style-type: none">➤ Retrofit of Council Housing➤ Developing Green Skills➤ Partnership working with Green Rose CIC: retrofit of private housing
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Ambition 1.2 Sustainable Energy

Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.

Projects and Activities	<ul style="list-style-type: none">➤ Solar Farm projects including the Salt Ayre Decarbonisation Project and plans for Burrow Beck Solar Farm. SALC Decarbonisation Project➤ LAEP – Local Area Energy Plan (UKSPF)
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1.3 Climate Resilience

Supporting our communities to be resilient to flooding and adapt to the wider effects of climate change.

Projects and Activities	<ul style="list-style-type: none">➤ Lune Flood Protection, Caton Road➤ Our Future Coasts
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1.4 Ecology & Biodiversity

Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained.

Projects and Activities	<ul style="list-style-type: none">➤ BNG Net Gain project – Planning development Contributions➤ BNG Councils Grassland Management Strategy
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1.5 Reduced Waste

Moving towards zero residual waste to landfill and incineration.

Projects and Activities	➤ Working in line with Government Waste Strategy timelines (March 31, 2026)
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1.6 Low carbon and Active Transport

Transitioning to an accessible and inclusive low-carbon and active transport system.

Projects and Activities	➤ The development of a Sustainable Transport Strategy ➤ Co Wheels Car Club – making it easier to switch to using more sustainable transport
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*All projects and activities detailed in the Council Plan are subject to due diligence and the Council's internal governance processes before implementation. *

The district's achievements so far:

- The council is the top district council for the climate change scorecard league. See details here: [Lancaster City Council: Top of the leaderboard](#)
- The Salt Ayre Decarbonisation project won the Association for Public Service Excellence (APSE) award for Best Decarbonisation Initiative. The project has decreased the overall energy usage of the site from 4.3GWh (gas and electricity) to 2.7GWh of green electricity.
- The council has purchased 28 electric vans in 22/23 to replace diesel vehicles. These EV's are going to grounds maintenance, cleansing, RMS, environmental projection / health and refuse collection teams. CO2 savings are expected to be in the region of 49 tonnes p/a. 25% of the council's fleet are now EV.
- The council has expanded use of Co – Wheels Electric cars to the public at 3 locations: Salt Ayre Leisure Centre, Dallas Road Car Park (Lancaster), Carnforth
- Queen's Trees planted in Lancaster and Morecambe as a thank you to volunteers

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Theme 2: Community Wealth Building (Morecambe Bay Model)

Through Community Wealth Building we aspire to develop a sustainable and just local economy that benefits people and organisations. See our website for further information on what we are doing and how to get involved: [Lancaster City Council: Community Wealth Building](#)

Ambition 2.1 Social Use of Resources

Using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and anchor institutions to do the same.

Projects and Activities	<ul style="list-style-type: none">➤ Eden Project Morecambe➤ Morecambe Town Centre Regeneration Strategy➤ The Bay Anchor Network➤ Grants and funding to voluntary and community organisations➤ Lancaster Canal Quarter➤ Procurement Strategy 2020-2024
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2.2 Sustainable Innovation

Develop a sustainable industrial strategy to support new and existing enterprises in innovation and the strengthening of local support networks.

Projects and Activities	<ul style="list-style-type: none">➤ Local Full Fibre network: a district wide 33km local full fibre network, including all necessary supporting infrastructure and facilities.➤ Development of an Economic Strategy for the District
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2.3 Sustainable Skills

Supporting the development of new skills and improved prospects for our residents within and environmentally sustainable local economy.

Projects and Activities	<ul style="list-style-type: none">➤ Partnership working with Lancaster and Morecambe College: retrofit and green technology training and skills.➤ Delivery of the UKSPF Economy and Skills Programme➤ Formation of Providers Networks and local partnerships to deliver Educational Skills Programmes
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2.4 Investment and Regeneration

Securing investment and regeneration across our district. You can find out more of what we are doing on our website here: [Sustainable Growth](#)

Projects and Activities	<ul style="list-style-type: none">➤ Frontierland➤ Canal Quarter - Coopers Field➤ Canal Quarter Phase 2 – Masterplan and Delivery Strategy➤ Heysham Gateway➤ Heritage Action Project➤ Centenary House➤ Mainway Regeneration Project➤ Eden Project Morecambe➤ Morecambe Town Centre Regeneration
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2.5 Inclusive Ownership

Promoting business ownership models that empower the local workforce, such as co-operatives, social enterprises and community ownership.

Projects and Activities	<ul style="list-style-type: none">➤ Formation of new Business Support and Skills Hubs
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2.6 Fair Work

Advocating for fair employment and just labour markets that increase prosperity and reduce income inequality.

Projects and Activities	<ul style="list-style-type: none">➤ Fair Work Charter: Developing a new charter that aims to reduce inequalities within the local labour market by promoting equal and fair employment practices. Lancaster.gov.uk/fair-work-charter➤ Real Living Wage Accreditation – The council has received Real Living Wage employer accreditation from the Living Wage Foundation. For the last 10 years the council has made sure that all of its employees are paid at least the RLW but has now received official accreditation to show civic leadership on the issue. For the real cost of living Living Wage Foundation➤ Armed Forces Covenant – In July 2022 the council went from being a Silver Employer Recognition Scheme Award holder, to obtaining the Gold Employer Recognition Award, awarded by the Ministry of Defence. This award recognises the council's commitment to the
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employment of the Armed Forces Community.

www.gov.uk/mod/employer-recognition

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The district's achievements so far:

- Increased amount of local spend in the district due to a Progressive Procurement Strategy.
- Local funding for sustainable skills development. Utilising the districts UK Shared Prosperity Fund allocation for skills and innovation projects such as Electech Innovation Cluster and Tech Lancaster.
- Eden Project Morecambe has secured £50M of Levelling Up Fund and a formal Partnership has been established to ensure not only Eden is delivered in Morecambe but all the wider benefits are secured.
- Multiple successes of bidding for Brownfield Land Regeneration Funds to support regeneration in the Canal Quarter and Morecambe.
- A visionary Masterplan for the regeneration of Lancasters Canal Quarter has been adopted and will shape the area over the next 10 to 15 years.
- The council has supported the Musicians Coop to bring 1 Lodge Street back in to use with works scheduled to start in 2023.
- Work has commenced on providing a regeneration framework for Morecambe Town Centre with support from the High Streets Task Force this will carry forward into more detailed work.
- Received seaside awards for Morecambe's north and south beaches.
- Retained five Green Flag awards and one Green Heritage Site award for local parks.

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Theme 3: Increasing Wellbeing. Reducing Inequality

More detail on the local plan and planning policy can be found here: [Local Plan](#)

3.1 Access to Quality Housing

Developing more housing, including council owned social housing, ensuring people of all incomes are comfortable, warm and able to maintain their independence.

Projects and Activities	<ul style="list-style-type: none">➤ My Mainway➤ Mellishaw Park➤ Lancaster City Council is a social housing provider with a significant housing stock.➤ Delivery of Canal Quarter Housing Schemes
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3.2 Quality Public Spaces

Keeping our district's neighbourhoods, parks, beaches and open spaces clean, well-maintained and safe.

Projects and Activities	<ul style="list-style-type: none">➤ Green Flag accreditations➤ Keep Britain Tidy Partnership – Fly Tipping Strategy➤ Volunteer Litter picks➤ Litter Bin Emptying schedules – Bin Sensor technology➤ Regular Street Sweeping – route optimisation➤ Community Safety Partnership activities➤ Green Flag awards for parks and cemeteries➤ Volunteer groups supporting parks and open spaces.
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3.3 Access to Culture and Leisure

Providing access to and involvement in arts, culture, leisure, and recreation, supporting our thriving arts, culture and heritage sector.

Projects and Activities	<ul style="list-style-type: none">➤ Events supported to take place on Council land➤ Cultural Strategy implementation➤ Development of a Vision and Action Plan for the City Museums➤ Partnership work to deliver a structured programme of events➤ UKSPF cohort of arts, culture and event projects
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3.4 Community Engagement

Ensuring local communities are active, engaged, involved and connected.

Projects and Activities	<ul style="list-style-type: none">➤ Community Conversations - Corporate➤ Community Consultations – Public Realm
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	<ul style="list-style-type: none">➤ Our advisory groups enable residents to voice their views on challenges and opportunities facing the district.➤ Lancaster District Community Fund➤ Supporting Community Events and Initiatives➤ KeepConnected: Get involved:KeepConnected➤ Communities Together
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3.5 Reducing Inequality and promote wellbeing

Develop a healthy living strategy to support wellbeing, tackle discrimination and reduce inequality.

Projects and Activities	<ul style="list-style-type: none">➤ Partnership with Morecambe Community Football Club➤ The Air Quality Action Plan➤ Holiday Activity and Food Programme➤ Healthy Weight Management Programme➤ Play and Skills at Teatime Activities➤ Playschemes
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3.6 Early Intervention

Focused early-intervention approaches and involving our communities in service design and delivery.

Projects and Activities	<ul style="list-style-type: none">➤ Household Support Fund
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*All projects and activities detailed in the Council Plan are subject to due diligence and the Council's internal governance processes before implementation. *

The district's achievements so far:

- Salt Ayre Leisure Centre membership levels have increased to 3700, surpassing our pre-pandemic membership levels.
- Salt Ayre Leisure Centre supports 18 local primary schools with swimming lessons, teaching children vital life skills.
- 4000 children have accessed free activity sessions in partnership with SSN at Salt Ayre Leisure Centre.
- Nearly 1 million members and visitors have attended Salt Ayre Leisure Centre.
- £1.1 million of funding granted through the Household Support Fund.
- Over 11,000 visits and more than 2,000 contributions through KeepConnected.
- Over 980 Young People attended 4 Holiday and Activity Summer Events which was supported by the Targeted Youth Service, Police, Fire, Arm, Sea Cadets, Lancaster and Morecambe College, LDCVS, More Music and Stanleys Community Centre

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- The council's housing company – Morehomes for the Bay saw its inaugural business plan approved helping to set the direction and ambitions of the company moving forward.
- Over the winter the HIA have delivered over £136,000.00 of winter warmth / energy efficiency measures into vulnerable and elderly residents homes linked to funding from Lancashire County Council and the Household Support Fund.
- Supported vulnerable households by awarding additional Council Tax Support from the governments Additional Council Tax Support Fund.
- CPT Changing Place Toilets implemented at Happy Mount Park
- External funding and S106 planning contributions resulted in over £234k of investment in public open space.
- Secured Social Housing Decarbonisation Funding to improve Councils worst performing properties.
- Secured Brownfield Land Release Funding: Canal Quarter, Skerton High School, Centenary House
- New tenancy health checks for all new council housing tenants, ensuring new tenants get off to the right start.
- Development of Customer Scrutiny Panels reviewing services within Council Housing.
- Secured three-year funding from government working jointly with Preston City Council to review all supported housing schemes within the district to ensure those living in the schemes are housed appropriately, with the right support and in good quality accommodation.
- District supporting most residents under Homes for Ukraine scheme.

Theme 4: Deliver Effective Services, Take Responsibility

4.1 Value for Money

Providing value for money and ensuring that we are financially resilient and sustainable. Making sure relevant data and analysis are available to decision makers.

Projects and Activities	➤ Outcomes-Based Resourcing (OBR)
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4.2 Partnership

Working in partnership with residents, local organisations, anchor institutions and partners recognising the skills in our community to build a powerful force working for and serving our district.

Projects and Activities	<ul style="list-style-type: none">➤ UK Shared Prosperity Fund (UKSPF)➤ Rural England Prosperity Fund (REPF)➤ Lancaster District Strategic Partnership➤ The Bay Anchor Network➤ Keep Britain Tidy – collaborations including: Social Impact Fly Tipping interventions, 'More Bins' Campaign, Value –Added Comms, Fly Tipping Strategy.➤ Lancaster District Insights Hub (Travel & Climate Change)➤ Local Climate Change Engagement Programme (Public climate decision-making) - Shared Futures➤ Supporting Morecambe Town Council and other Parish Councils Operations within the district➤ Household Support Fund➤ Holiday Activity and Food Programme➤ Voluntary, Community and Social Enterprise Funding➤ Family Hubs
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4.3 Investing in Our Skills and Facilities

Having high standards for, and investing in our facilities, equipment, and people to enable us to deliver quality services and meet our wider ambitions.

Projects and Activities	<ul style="list-style-type: none">➤ White Lund Development Masterplan➤ Lancaster City Council 'People Plan'
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4.4 Listening and Empathy

Listening to our communities and treating everyone with equal respect, being friendly, honest and empathetic.

Projects and Activities	<ul style="list-style-type: none">➤ KeepConnected➤ Communities Together➤ Armed Forces Covenant
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4.5 Innovative Public Services

Embracing innovative ways of working to improve service delivery and the operations of the council.

Projects and Activities	<ul style="list-style-type: none">➤ Bin Sensors➤ Route Optimisation for Cleansing and Refuse Rounds➤ Organisational Digital Transformation, including a service-wide tablet roll-out for improved services.➤ Operational team utilisation of customer contact system & direct reporting➤ Lancaster University – Plastic Packaging in People’s Lives (PPiPL)➤ Lancaster University – Beyond Imagination (District-wide survey work encompassing numerous public realm elements)
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4.6 Openness

Responsible decision making which supports our ambitions for the district whilst being open, accountable and rooted in evidence.

Projects and Activities	<ul style="list-style-type: none">➤ Lancaster District Insights Hub (Travel & Climate Change)➤ Local Climate Change Engagement Programme (Public climate decision-making) - Shared Futures
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Risk Management

Risk management can be defined as “The systematic application of principles, approach and processes to the identification, assessment and management of risks”. It is a key element of the council’s Governance Framework. Effective and efficient risk management is critical to the success of the council, which is why in March 2023 the council’s risk management policy was updated and new procedures introduced to ensure strategic risks are reviewed at least quarterly.

The new approach to risk management which we now have in place draws on best practice from the institute of risk management (IRM) and HMT Orange Book: Management of Risk, Principles and Concepts. It will enable the council to make better informed decisions which are vital to successful transformational change and support a culture of well-measured risk taking throughout the council's business.

The district's achievements so far:

- Mini review of street sweeping schedules and methodology to improve performance, with plan to do route optimisation work when resources are available.
- Launch of Video Appointments: A service for residents to engage with a Customer Service advisor live on MS Teams.
- Bespoke Mobile Service: We continue to provide this service to our most in need residents, visiting them in their homes if they require tailored one to one support. Over £45,000 of income has been generated.
- Public and local businesses were invited to have their say on how the council can deliver services differently and efficiently.
- Home Improvement Agency scooped two prestigious awards; 1) 'Sustainability in Home Adaptations' category at the National Healthy Homes Awards and 2) 'Innovator of the Year' at the UK Housing Awards

The Forward View

The Council Plan will be reviewed annually and will remain flexible and adaptable to accommodate the changing needs of the district. The district's achievements in each of the four themes will be updated each year to measure the success of the Council Plan. Annual reviews will take account of the Financial Context and the Outcomes-Based Resourcing programme detailed in this document. Whilst the council faces a significant financial challenge, our aim is to work collaboratively with our partners and with our communities to realise the ambitions of the Council Plan.