



Council Plan

2026-2028

LANCASTER
CITY COUNCIL
Promoting City, Coast & Countryside



Foreword:

Councillor Caroline Jackson

I would like to set before you the new Council Plan 2026-2028 and the reasons why we needed to rethink our plans before the end of our term. Our previous Council Plan was the vision we had and set in place in 2023 for the way the district would change and develop in the four years of this council.

However, the way Lancashire councils operate will be radically changed by Local Government Reorganisation and a new type of council will be in place in 2028.

So, we need a new and revised plan of how this council, for its last two years, will work with residents and partners:

- Clearly expressing our principles and culture
- Committing ourselves to our delivery plan with clear priorities
- Providing a handover document to influence the direction of the future authority

Developing the new Council Plan has given us the opportunity to state our ambitions in simple terms. The plan is our promise as a council to focus on achieving important and challenging outcomes for residents in the next two years.

We have also looked back on the last three years to reflect on achievements so far, of which there are many. I hope you will recognise many of these great projects and feel encouraged for the future.

Our four principles which make up the vision for our district were developed in 2020 and remain unchanged. We are proud to work to create:

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

We look forward to delivering the ambitions of this plan and continuing to deliver effective services for our communities.

Delivery Plan 2026-2028

The Delivery Plan is the updated priorities for the years 2026-2028. It sits within the wider Council Plan which includes broader sections on our principles and ambitions.

The priorities listed have been agreed as high importance. This agreement is based both on strategic importance and local impact. The priorities are both tangible projects and overarching strategies.

They are also viewed as achievable in the context of Local Government Reorganisation and to stand the test of time.

Priorities

Decarbonisation - Our Journey to Net Zero and Delivering Energy Resilience

One of the four themes of the Council Plan is taking action to meet the challenges of the Climate Emergency. The Council Plan describes how it will do this via a series of individual ambitions relating to:

- Achieving net zero for the council's own operations and activities by 2030, whilst encouraging others in the district to reach the same goal by 2040
- Increasing the amount of sustainable energy produced in the district
- Decreasing the district's energy use
- Supporting our communities to grow more food
- Increasing biodiversity
- Protecting our district's unique ecology and ensuring habitats for wildlife are maintained and improved

Morecambe Masterplan

A critical plan that will set a blueprint for investors and developers interested in the town.

Prosperity Strategy

The Prosperity Strategy sets the framework for collective action and investment. It is a call to partners across the district to help realise our shared ambition: a thriving Lancaster district where sustainable growth fuels opportunity, wellbeing, and a positive sense of place for all.

Place-Based Working

Delivery of place-based outcomes via established partnerships including;

- Health and Wellbeing Partnership
- Lancaster District Strategic Partnership
- VCFSE (Voluntary, Community, Faith, and Social Enterprise) partnerships

Community Engagement and Empowerment

- Empowering all our communities to achieve their full potential, become happier, healthier and better connected. Ensuring equality, access and justice is at the heart of what we do.

Salt Ayre Data Centre (energy resilience de carbonisation project)

- Providing digital infrastructure for users of the fibre network
- A new data centre that will cut our carbon emissions and lower our energy bills
- Supporting net zero ambitions
- Increasing our energy resilience

Morecambe – Frontierland and Eden Project Morecambe

Eden Project Morecambe will supplement the council's objective of regenerating Morecambe, bringing employment, investment and raising the profile of the town.

Our objective for the Frontierland site is to bring forward a hospitality and leisure-led development that helps to reinvigorate this part of the seafront and supports Morecambe's wider regeneration.

Affordable Housing – Skerton and Canal Quarter

- To provide comfortable, thermally efficient housing for social and affordable rent
- To increase rented accommodation at social and affordable rents
- To reduce CO2 emissions in line with Net Zero ambition
- To increase city centre residency

Housing Revenue Account

The HRA operates our council housing across the district. We intend it to be in good condition for Local Government Reorganisation.

- Reaching the highest standards required by the social housing regulator
- Serving the needs of the district's population
- Contributing to the health and well-being of the community

Williamson Park

A brand-new facility for visitors next to Ashton Memorial and Butterfly House

- Creating a café and meeting place with world class views.

City Museums

The council is aiming to redevelop the City Museum to create more space for exhibitions and update the visitor experience. We are also improving the Cottage Museum to enhance its appeal. The projects recognise the significance of Heritage in the district, both for visitors and residents.

Tour de France

International bike race in the summer of 2027 with a suite of additional outcomes for health, well-being, community and the economy.

Pride In Place – Morecambe West End

£1.9 million due to be invested into the West End of Morecambe between 2026-2028. With an expected £20million of investment over 10 years. All investment decisions will be decided by the local community.



Measuring our success across the council

Our Delivery Plan priorities will be embedded within relevant service plans. A range of projects and areas of work will be connected to the priorities listed above.

Milestones will be developed in service plans to ensure that priorities are delivered.

Our regular quarterly reports will measure progress of each key priority.

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

Local Government Reorganisation (LGR)

Local Government Reorganisation (LGR) refers to the process of changing how councils are structured and how local services are delivered.

In Lancashire it will see the replacement of the current two-tier system (county and district councils) with new unitary authorities that deliver all local services in one area.

Under LGR, separate councils will be replaced by a single unitary authority for each area. The new council will run all local services, aiming to simplify governance, improve efficiency, and deliver better services for residents.

Partnership and Collaboration

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.

Working in partnership with district stakeholders, including county, town and parish councils, remains a central enabler to deliver priorities within and beyond this Council Plan 2026-2028.

Our ambitions can only be achieved by working collaboratively with a range of partners. Our projects and priorities 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.

Partnership	Delivering on
Lancaster District Strategic Partnership	Economic Prosperity and Climate Action
Community Safety Partnership	Community wellbeing
Communities Together	Community Cohesion
Lancaster District Health and Wellbeing Partnership	Neighbourhood Health
Local Government: Carnforth Town Council	Place Based outcomes for Carnforth
Arnsdale & Silverdale National Landscape Partnership	Conservation of the landscape
Forest of Bowland National Landscape Partnership	Conservation of the landscape
Yorkshire Dales National Park	Conservation of the landscape
Lancaster District Armed Forces Covenant Partnership	Support for serving personnel, service families, reservists, cadets and veterans, with key needs of health, housing, education & employment
Lancaster University Civic Universities Agreement	Joined up working for civic agendas and civic ambitions
Lancaster Arts Partnership	Working to create a vision and strategy for Arts and Culture in our district
Lancashire County Council and Lancaster City Council – Working Together	Local Government Partnership



Corporate Peer Challenge

During a Corporate Peer Challenge - a sector-led improvement process delivered by the Local Government Association - the peer team identified that the council is held in high regard by a wide range of key stakeholders.

It was therefore recommended that the council uses its strong reputation as a collaborative and proactive place leader to further develop partnerships and bring to fruition the aspiration to deliver shared outcomes.

Community Engagement

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.

Case Study – Lancaster District People’s 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 People’s 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 People’s Jury. Further details can be found on our [People’s Jury webpage](#).



Financial context

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

Lancaster City Council's strategically led approach to financial management has kept the council stable at the same time as providing the resources to achieve our priorities.

Whilst delivering a balanced budget for 2026/27, this council, like many others, continues to face unprecedented levels of financial and economic uncertainty.

This impacts on the degree of confidence with which forecasts can be made and inevitably some key estimates and assumptions are likely to change in the coming months.

The council's 'Fit for the Future programme' includes a number of key workstreams that include a strong focus on representation from and engagement with elected members.

The focus is to ensure the close strategic alignment between this Council Plan, the Medium-Term Financial Strategy (MTFS) and specific budget proposals.

By matching resources closely with priorities, we are successfully delivering services and the ambitions of the Council Plan.

The future key challenge surrounding Local Government Reorganisation is not underestimated and the council must continue to position itself in the best financial health that is possible, in order to maintain strategic, financial and organisational stability.

What the Local Government Association Corporate Peer Challenge said:

***“Lancaster’s financial position was a key focus during the Corporate Peer Challenge.*”**

***“This highlighted that the council’s finances are in a relatively reasonable but tightening position and in response a ‘Fit for the Future’ savings and transformation programme has been developed, which includes work to review and rationalise assets and the use of a ‘flexible capital receipts’ policy to enable investment in transformation to deliver savings.”*”**

The Council's Values, Culture and People Plan



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 has the right skills, knowledge, and behaviours.

From 2026-2028 the People Plan focuses on the following themes:

- Theme 1: Thriving Through Change – helping, supporting and equipping our people through upcoming transformation projects (LGR)
- Theme 2: Belonging, Engagement and Wellbeing – creating a workplace where everyone feels safe, included and supported
- Theme 3: Growing Our Talent – helping our people to develop the skills, knowledge, and competence to perform and progress
- Theme 4: Decisions Driven by Insight – using high quality data to evidence and inform strategic people management



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.

Principles

The Council Plan sets out four Principles which are the cornerstones of all that we do.

1: A Sustainable District

2: An Inclusive and Prosperous Local Economy

3: Happy and Healthy Communities

4: A Co-operative, Kind and Responsible Council

Themes

**Action on the
Climate Emergency**

taking action to meet the challenges of the climate emergency

**Community Wealth-Building
(Morecambe Bay Model)**

building a sustainable and just local economy that benefits people and organisations

**Increasing Wellbeing & Reducing
Inequality**

empowering and supporting healthy ways of living, and tackling the causes of inequality

**Delivering Effective Services &
Taking Responsibility**

bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services

Ambitions

The Council Plan sets out an ambitious vision of the future that will benefit the district's residents, our businesses and natural environment.

The following section showcases the projects and activities that are being delivered for each ambition.

It also highlights some projects and activities that are planned for development.

The Climate Emergency

The council declared a Climate Emergency in 2019. The Council Plan sets out ambitions so that we take action to meet the challenges of the Climate Emergency.

Further information on what we are doing and how to get involved can be found on the [Climate Emergency page of our website](#).

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

- Retrofitting our council homes
- Delivering in partnership to support energy efficiency and retrofit of housing with Cosy Homes and Lancashire and Green Rose Community Interest Company
- Working with partners to increase green skills across the district
- Decarbonising council buildings
- Implementing the Climate Emergency Local Plan
- Updated the Authority Monitoring Report to reflect the additional Climate Emergency Review indicators

1.2 Sustainable Energy

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

Projects and activities

- Delivering renewable energy including the Salt Ayre Decarbonisation Project and Burrow Beck Solar Farm.
- Adoption of the Local Area Energy Plan (LAEP)
- Supporting community energy projects

1.3 Climate resilience

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

Projects and activities

- Implementing the Climate Emergency Local Plan
- Delivery of coastal resilience with partners and communities
- Working with our partners and networks to increase local flood resilience including with the Flood Hub
- Collaborating with our communities to ensure their voices are embedded in climate and nature work
- Engaging with young people to ensure that their views on climate matters are integrated into the emerging Local Plan

1.4 Ecology and biodiversity

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

Projects and activities

- Increasing our district's rich natural habitats via Biodiversity Net Gain and contributing to the implementation of the Local Nature Recovery Strategy and ongoing management of wildflower meadows
- Delivering the council's Grassland Management Strategy and ongoing management of wildflower meadow
- Arnside and Silverdale National Landscape – hosting the statutory partnership, delivering a range of projects to benefit biodiversity
- Supporting butterflies, bees and other pollinators through the Community Wings Project and encouraging wildlife-friendly gardening
- Protecting and managing our Local Nature Reserves
- Managing Warton Crag and Trowbarrow Local Nature Reserves, both Sites of Special Scientific Interest

1.5 Reduced waste

Moving towards zero residual waste to landfill and incineration

Projects and activities

- Increasing our domestic recycling rates and delivering food waste collections in accordance with the Government's Waste Strategy timelines (31st March 2026)
- Working towards zero single plastic for events and catering across our sites
- Supporting community composting projects across the district

1.6 Low carbon and Active Transport

Projects and activities

- Making it easier for residents to switch to sustainable forms of transport
- Supporting and expanding our walking, wheeling and cycling network in partnership with other bodies and authorities
- Providing support for communities to take up cycling

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 top of the leaderboard for district councils in an assessment of the actions being taken to achieve net zero; meet the challenges of climate adaptation; and to support nature
- The Salt Ayre Decarbonisation project won the Association for Public Service Excellence (APSE) award for Best Decarbonisation Initiative
- Adoption of the Climate Emergency Local Plan Review received recognition at the Local Government Chronicle (2024) and Municipal Journal (2025) awards for its delivery on climate ambition and leadership
- The council has purchased 28 electric vehicles (EVs) in 22/23 to replace diesel vehicles
- The Growing Station grew over 5,000 native wildflower plug plants of 30 species in 2025, which were planted out on sites across the Arnside and Silverdale National Landscape
- Community Orchard created at Miss Whalleys Field Lancaster with funding raised through the Lancashire Community Orchard Grant
- Manor Cresnet Slyne planted thousands of plug plants using plants grown in the council nursery and working with volunteers
- Uggle Lane delivered volunteer sessions and organised the planting of thousands of Bulbs along both Uggle Lane and Brantwood through S106 funds
- Arnside & Silverdale National Landscape Management Plan 2026-31 – statutory plan reviewed, adopted and published
- Arnside & Silverdale Nature Recovery Plan developed and published
- In October 2025, we completed a Defra Air Quality Grant funded project to establish a network of air quality sensors
- The council secured funding through the Air Quality Grant for an Electric Taxi Project. This funding was used to support rapid charging stations with a discounted tariff (for taxi drivers) to drive a reduction in key pollutants
- The council is in year 5 of an 8-year programme of 'fabric first' energy improvement works for its own housing stock. In 2025, the Council secured £797,893 Warm Homes match funding through Liverpool City Region Combined Authority consortia to improve energy efficiency in 100 homes. This follows on the success from Social Housing Decarb Fund and LAD funding.

Community Wealth Building

Community wealth building (CWB) aims to keep more wealth within a place and ensure that local people and communities benefit directly from economic activity.

The Corporate Peer Challenge recognised that Lancaster has a clear vision that increased prosperity must be for the benefit of the whole community, with an ambition to help and enable a low carbon future.

The ambition for inclusive prosperity is supported by a number of ambitious capital projects, which have the potential to be transformational (including Eden Project Morecambe).

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

- Eden Project Morecambe
- Morecambe Town Centre Regeneration and Investment Strategy
- Grants and funding to voluntary and community organisations
- Lancaster Canal Quarter
- Procurement Strategy 2020-2024

2.2 Sustainable innovation

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

Projects and activities

- Local full fibre network: a district wide 33km local full fibre network, including all necessary supporting infrastructure and facilities
- Development of a Prosperity Plan for the District
- Support for the Electech Innovation Cluster
- Support for Lancaster Business Improvement District
- Support for Morecambe Business Improvement District

2.3 Sustainable skills

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

Projects and activities

- Partnership working with Lancaster and Morecambe College: retrofit and green technology training and skills
- Formation of Providers Networks and local partnerships to deliver Educational Skills Programmes and Business Support activities

2.4 Investment and Regeneration

Securing investment and regeneration across our district. More information about what we are doing to regenerate, increase investment and enable sustainable economic growth within our district can be found on our website.

Projects and activities

- Frontierland
- Canal Quarter sites - Coopers Field, Nelson Street
- 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

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

- Formation of new Business Support and Skills Hub

2.6 Fair Work

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

Projects and activities

- Fair Work Charter: Developing a new charter that aims to reduce inequalities within the local labour market by promoting equal and fair employment practices
- Real Living Wage Accreditation: The council has received Real Living Wage Employer Accreditation from the Living Wage Foundation. All of its employees are paid at least the Real Living Wage but has now received official accreditation to show civic leadership on the issue
- Armed Forces Covenant: The council holds the Gold Employer Recognition Award from the Ministry of Defence. This award recognises the council's commitment to the employment of the Armed Forces Community
- Use of Apprenticeship Levy to create opportunities for local people working at the city council

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



- Increased amount of local spend in the district
- 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, Lancaster and Morecambe
- A visionary Masterplan for the regeneration of Lancaster's Canal Quarter has been adopted and will shape the area over the next 10 to 15 years
- The regeneration of Nelson St carpark as affordable housing units has commenced. The council has supported the Lancaster Music Co-op to bring 1 Lodge Street back into use as soon as scheduled works are completed
- Work has commenced on providing a regeneration and investment strategy for Morecambe Town Centre
- The Fair Work Charter has now been adopted, and businesses and other organisations are being asked to also adopt it
- Lancaster City Centre Car Parking Strategy adopted and ANPR monitoring introduced

Increasing Wellbeing

Reducing Inequality

More detail on the Local Plan and planning policy [can be found on our website](#).

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

- My Mainway
- Mellishaw Park
- Lancaster City Council is a social housing provider with a significant housing stock
- Delivery of Canal Quarter Housing Schemes
- Use of government's Local Authority Housing Fund to purchase homes so residents can avoid bed and breakfast accommodation if they become homeless
- Supported Housing Improvement Programme ensures supported housing schemes are inspected and residents in need receive quality accommodation and services

3.2 Quality Public Spaces

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

Projects and activities

- Keep Britain Tidy Partnership – implementation of a Fly Tipping Strategy
- Implementation of a Tree-Risk Benefit Strategy and Policy
- Review of the Grassland Management Strategy
- Support for Volunteer litter picks throughout the district
- Implementation of bin sensor technology to optimise an efficient litter bin emptying schedule
- Regular street sweeping
- Community Safety Partnership activities
- Green Flag awards for parks and cemeteries
- Volunteer groups supporting parks and open spaces

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

- Facilitation of a new district Cultural Strategy with partners
- Development of a vision and action plan for the City Museums
- Partnership work to deliver a structured programme of events
- Continued growth of cultural programme in council owned venues
- Supporting a bid for Morecambe to become Town of Culture
- Expanding the visibility of cultural events taking place in council owned venues and land
- Supporting the delivery of internationally recognised events like Tour de France
- Salt Ayre Leisure centre working with National British Water Polo for competitions
- Development of padel courts at Salt Ayre Leisure centre

3.4 Community Engagement

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

Projects and activities

- Community conversations
- Community consultations
- Salt Ayre Leisure members working groups for feedback and future engagement with local users
- Lancaster District Community Fund
- Supporting community events and initiatives
- Communities Together
- Council Housing provides a menu of engagement opportunities including scrutiny groups

3.5 Reducing Inequality and promoting wellbeing

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

Projects and activities

- Partnership with Morecambe Community Football Club
- Air Quality Action Plan
- Community Resilience Fund
- Healthy Weight Management Programme
- Playschemes
- Salt Ayre: Increased access and usage for local groups, local sporting agencies and national governing bodies
- Increased proactive health and safety enforcement within the district
- Smoking Cessation programme
- Adult Social Care Transformation project
- Salt Ayre Leisure centre working with NHS and county partners to deliver family focused initiatives

3.6 Early Intervention

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

Projects and activities

- Crisis and Resilience Fund – to replace Household Support Fund from April 2026

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 increased to 3700, surpassing previous levels
- 18 local primary schools supported with swimming lessons, teaching children vital life skills
- 4,000 children have accessed free activity sessions in partnership with the School Sports Network
- Nearly 1 million members and visitors have attended

Community Health and Wellbeing

- Household Support Fund (HSF) - £1.1 million of funding granted to residents
- Four Holiday and Activity Summer Events
- Council's Home Improvement Agency has delivered more than £136,000 of winter warmth / energy efficiency measures into vulnerable and elderly residents' homes funded by Lancashire County Council and HSF
- Supported vulnerable households via the Government's Additional Council Tax Support Fund
- Changing Place Toilets implemented at Happy Mount Park

Housing

- Social Housing Warm Homes Funding secured to improve the council's worst performing properties
- New tenancy health checks for all new council housing tenants, ensuring new tenants get off to the right start
- Review of all supported housing schemes

The district's achievements so far



Arts and culture

- The council has invested £261,400 into arts and events to increase footfall, in turn benefiting the wider business community and economic growth
- 91,000 engagements in arts activity through arts organisations
- Supported £2,266,000 of investment arts organisations.; £10 is secured for every £1 invested by the council
- Lancaster Museums has raised over £309,000 in grants since 2021 and:
 - Worked with more than 56 partners on a range of projects and initiatives
 - Generated over 11,200 followers on Facebook
 - Attracted more visitors with disabilities - with 16.2% of those engaging with Lancaster Museums saying they have a disability
- The Platform secured £40,000 of arts council funding to deliver a grass roots live music programme
- The Storey was voted best venue for hosting live music as part of this year's Lancaster Music Festival
- Ashton Hall hosted 34 events which generated £58,000 between April – November 2023

Public realm

- Happy Mount Park and Palatine Recreation Ground – four tennis courts refurbished through a partnership with the Lawn Tennis Association, securing over £79,000.
- Palatine Bowling Green new fencing secured via £20000 funding from National Lottery Fund (2025)
- Scotch Quarry Play Area renovated through external funding totalling £35,000
- Winchester Field and Nature Area renovated through S106 planning contributions and external funding £118,486 25/26 resulting in new paths, drainage and equipment making the field more accessible.
- Sycamore Play Area opened in 2024 thanks to the Friends group who successfully fundraised over £38K
- The Roods – Installation of a new play park and increased access to the park through £60k of external funding

The district's achievements so far



Event and venues

- New branding implemented across The Storey, The Platform and commercial events at Lancaster Town Hall
- New technical equipment installed at Lancaster Town Hall and the Platform, removing barriers to access for events and ensuring ongoing investment at the venues
- The Platform hosted over 80 events 2025/26 selling more than 11k tickets
- Lancaster Town Hall welcomed more than 24k attendees across all events in 25/26
- The Storey welcomed more than 15k attendees to meetings & events
- The Storey hosted 30 free community exhibitions in the Thomas Storey Gallery 2025/26

Other

- Arnsdale & Silverdale National Landscape:
 - Over 6,000 volunteer hours contributed to their Volunteer Programme in 2025
 - More than 1,200 people engaged with their events programme in 2025

Theme 4: Delivering Effective Services, Taking 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)

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

- UK Shared Prosperity Fund (UKSPF) 2022 to 2026
- Rural England Prosperity Fund (REPF) 2022-2026
- Lancaster District Strategic Partnership
- Keep Britain Tidy – collaborations including social impact fly tipping interventions
- Lancaster District Insights Hub (Travel and 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
- Crisis & Resilience Fund
- Voluntary, Community and Social Enterprise Funding
- Family Hubs
- Lancaster District Arts Arnside & Silverdale National Landscape Partnership (LDAP)
- Food Safety team working in partnership with Lancaster and Morecambe college to offer food safety training
- Agreement with Wyre Council to undertake pest control services

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.

- White Lund Development Masterplan
- Lancaster City Council 'People Plan'
- Preparation for and adherence with the Regulator of Social Housing's Competence and Conduct Standard
- Movable pool floor at Salt Ayre Leisure centre
- Opportunities being explored for 3G pitch development

4.4 Listening and Empathy

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

Projects and activities

- Communities Together
- Armed Forces Covenant
- Expansion of food forums offering support and advice to food businesses in a neutral setting and building relationships with and between business owners within the district.

4.5 Innovative Public Services

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

- Route optimisation for cleansing and refuse collection rounds
- Implementation of bin sensor technology in all council litter bins
- Implementation of Love Clean Streets App technology
- Organisational digital transformation, including a service-wide tablet roll-out for improved services
- Operational team utilisation of customer contact system and direct reporting
- Lancaster University – Beyond Imagination (District-wide survey work encompassing numerous public realm elements)
- Full digitalisation of pest control service, from online booking to automatic allocation to officers and digital reports
- Digitalisation of food safety service and a review of how food hygiene interventions are undertaken across the district

4.6 Openness

- Lancaster District Insights Hub (Travel and Climate Change)
- Local Climate Change Engagement Programme (public climate decision-making) - Shared Futures

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



- Mini review of street sweeping schedules and methodology
- Launch of Video appointments so residents can speak with a customer service advisor live on Microsoft Teams
- Public and local businesses were invited to have their say on how the council can deliver services differently and efficiently
- Home Improvement Agency won two prestigious awards: 'Sustainability in Home Adaptations' category at the National Healthy Homes Awards and 2) 'Innovator of the Year' at the UK Housing Awards

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. Efficient and effective risk management is critical to the success of the council.

In autumn 2025, the council's risk appetite was reviewed and the Risk Management Policy updated to ensure the guidance on managing risk remains current and is clear.

All strategic risks are reviewed at least quarterly. Any strategic, operational or project risk that is considered to be high is reviewed monthly.

The Forward View - Local Government Reorganisation and handover

Lancaster City Council remains committed to delivering the highest quality services, whilst facing significant change in the form of Local Government Reorganisation.

Our renewed Council Plan 2026-2028 will ensure that the council commits to key areas of priority and delivers outcomes to benefit residents.

Some of our priorities are long term areas of work. This renewed Council Plan will ensure that our principles and culture are clear and that long term ambitions become a feature of a new authority.

Our Council Plan will amplify our culture of partnership working and community engagement and empowerment.

This is a feature of the Lancaster DNA - not only with the council but also our district partners.

By delivering this Council Plan we aim to maintain that DNA and ensure the Lancaster district retains its values within a new local government structure.

