

Our Vision for South Lakeland

the best place to live, work and explore.

1. South Lakeland is a great place to live, work and explore. Morecambe Bay and the Lake District offer an unparalleled quality of life. Its landscapes are the envy of the world and the best place anywhere to experience the great outdoors. Its towns and villages have been the focus of culture, trade and commerce for centuries. Its communities are warm, welcoming, hardy and self-reliant.
2. South Lakeland looks forwards. Its burgeoning manufacturing sector is at the cutting edge of pharmaceuticals, electronics, renewable energy, hydraulics, marine technologies and many more. It is plugged into the knowledge networks centred on Lancaster University and the University of Cumbria. It has fast, direct transport links to London, to Manchester and its airport and to Scotland's central belt.
3. It's a great place to live. That's why 2,900 people choose to make their homes in South Lakeland every year. It's a great place to work. That's why our businesses generate £2.3 billion of gross value added every year. It's a great place to explore. That's why 18.35 million people visit our District every year
4. This is our plan to rise to the challenges which face us
 - the simultaneous economic challenges of e commerce, Covid and Brexit,
 - the demographic challenge of growing and housing the working age population and meeting the needs of an aging population,
 - the social challenge of ensuring that growth benefits everyone whilst tackling health and other inequalities;
 - the affordability and resilience and empowered local delivery of public services
 - perhaps most of all, civic leadership in responding to the global challenge of climate change
5. so that South Lakeland is not only a great place but the **best place to live, work and explore.**

Our Principles

Inspiring and empowering our communities to thrive

6. To achieve the vision, **South Lakeland District Council** is transforming itself. Through the **Customer Connect programme** we are putting in place state of the art information technology, new ways of working and modern offices.
7. This is about putting you, the customer, at the centre of everything we do. We are making it as easy as possible for you to get the services and information you need from the Council. We are cutting bureaucracy and form filling both for customers and in our own processes and procedures. We are ensuring that customer feedback drives improvements to how we do things.
8. We are navigating difficult times and the Covid pandemic has placed everyone under financial strain. So we need to ensure that the 10% of your Council Tax bill that South Lakeland District Council receives is well spent. Better processes, more flexible access to services, intelligent use of IT and more efficient offices means better services at more efficient cost.
9. To realise the vision, we need to invest for the future – in infrastructure, in housing, in parks and open spaces and in communities.
10. South Lakeland District Council will play its part, but delivering real change means working in partnership – with our neighbours in Barrow and Lancaster, with the County Council who deliver highways and transport, schools and social services, with the National Park authorities, with Government, with the NHS, with the business community, with parish and town councils, local communities and voluntary organisations and with individual residents so that we all work together for South Lakeland and its communities.
11. We've come a long way on a challenging and rewarding journey and we've achieved a lot. There is much still to do but this plan sets out how we will get there.

Our District

12. South Lakeland is home to 105,000 people. It is the northern part of the Morecambe Bay area and the southern, and most outward looking, part of Cumbria and the Lake District. It includes the historic towns of Kendal and Ulverston, much of the central Lake District including Windermere, Grasmere and Coniston, parts of the Yorkshire Dales and a long stretch of England's coastline from the Arncliffe Silverdale Area of Outstanding Natural Beauty to the Duddon Estuary.
13. Whilst renowned for its, visitor economy, South Lakeland has a strong and diverse economic base with strengths in advanced manufacturing, food and drink, electronics, marine technologies, environmental technologies, culture, construction and creative industries. It lies on the M6 and the West Coast Main Line. Kendal is less than 3 hours from London and an hour and a half from Manchester Airport by rail. Connections to the knowledge economy are through the nearby University of Lancaster and the University of Cumbria which has a campus in Ambleside.

Our People

14. South Lakeland District Council has 51 elected members and employs around 400 people. All are working together and engaging with others to achieve the vision;
 - Our members provide overall political direction and champion their communities.
 - Our leadership team, strategists, housing, planning, economic development assets and public health specialists and forward planners map out the route and build the relationships we need to achieve our vision and priorities.
 - Our statutory and customer facing services – such as public health, housing, planning, waste collection and recycling and car parking management are oriented to delivering on our and the community's priorities and achieving the vision .
 - Our locality and customer services team is embedded in our communities, helping deliver services locally, listening to people and feeding back peoples' views into improving our services.
 - Our support services, finance, legal, IT, human resources, property services and assets provide much of the resource, technology and knowhow to succeed.
15. Taken together, we are one team with one direction and one vision.

Our plan

Working together to make South Lakeland the Best Place to live, work and explore

16. South Lakeland's Council Plan sets out our strategy to achieve our vision of making South Lakeland, the best place to live work and explore.
17. The plan guides the council as it leads and influences in the places that matter, and focuses resource where it is most effective.
18. It provides a consistent basis for the plans, strategies, projects and decisions of the new customer focused Council. It guides difficult choices about what the Council can and cannot do with available resources. It guides;
 - South Lakeland's budget and Medium Term Financial Plan – which sets out the resources we will have ;
 - South Lakeland's commissioning strategy which sets out how the Council decides what it will do and how it will do it;
 - South Lakeland's Performance Management Framework – which tests whether the Council is achieving its targets
 - South Lakeland's Local Plan – which sets out how new development and infrastructure will be delivered (outside the National Parks) and how the environment will be conserved
 - South Lakeland's Asset Management and Commercial Strategies which set out how the Council will manage its own assets;
 - South Lakeland's Climate Change Policy and Action Plan which sets out how the Council will meet its carbon reduction targets.
19. South Lakeland's progress has been guided by its Council Plan for many years. Things change and we revise and update the plan every year. This iteration of the plan covers the period 2021-26.
20. The vision and priorities of the plan are well established but this plan has to address the Covid pandemic, Brexit and Local Government re-organisation. So some adjustment and refocusing is needed.

Our Priorities

Priority 1 –

WORKING ACROSS BOUNDARIES – DELIVERING SUSTAINABLE REGIONAL GROWTH ACROSS MORECAMBE BAY;

Why is this a priority?

21. South Lakeland lies at the heart of the Morecambe Bay Economic Region between our two partner authorities of Lancaster and Barrow.
22. Together, we are a critical mass with a population of more than 320,000, more than 13,000 businesses, 18,000 advanced manufacturing jobs and two universities, aligned with economic, environmental, cultural and health geographies.
23. We can use our combined weight to secure the investment, growth and transport infrastructure that will deliver jobs and maintain and enhance quality of life across the whole Bay area.
24. Our ambition is for a thriving and diverse sub-regional economy with a skilled workforce, a balanced housing market to meet needs, great leisure services to encourage healthy lifestyles and a cultural offer that appeals to residents and visitors alike as well as delivering excellent regulatory services.
25. Co-operation and collaboration across the Bay also creates opportunities to develop combined approaches to health, carbon reduction and tackling deprivation and inequality.
26. In December 2020 South Lakeland District, Lancaster City and Barrow submitted a proposal to Government to combine as a single unitary Council. Working across boundaries has been an SLDC priority for some years and as a result, there is already a high degree of alignment between South Lakeland's plan and the equivalent plans for Lancaster and Barrow. So this plan is well placed to evolve and shape strategies and priorities for any new Bay authority.
27. Working across boundaries also means working across other related geographies including the Lake District and Yorkshire Dales National Parks, Cumbria County Council and Local Economic Partnership and the Borderlands programme.

What does this mean?

Housing and Communities	Economic Development and Culture	Health and Environment
<ul style="list-style-type: none"> • Ensuring that all three Districts have up to date Local Plans • Intervening to deliver strategic sites • Working with partners to deliver critical transport and other infrastructure • Attracting new delivery partners 	<ul style="list-style-type: none"> • Working across the Bay to secure investment and high value jobs; • Attracting funding and delivering critical infrastructure; • Working with partners to deliver an effective economic response to the COVID crisis; • Promoting unique value propositions such as cultural, creative and marine industries 	<ul style="list-style-type: none"> • Supporting our NHS partners in managing the impacts of the COVID pandemic in the area; • Working with Morecambe Bay CCG to develop a population health approach;
<p>OUTCOME</p> <p>South Lakeland at the centre of a Morecambe Bay Economic Region at the cutting edge of delivering sustainable economic growth in the North of England with homes, high value jobs, world class knowledge and exceptional quality of life.</p>		
<p>TARGETS</p> <p>1.1 Deliver 320 homes every year across the District</p> <p>1.2 Produce draft Local Plan by Mid 2022.</p> <p>1.3 Complete Swarthmoor Roundabout in 2021;</p>	<p>TARGETS</p> <p>1.4 Submit Morecambe Bay Growth bid</p> <p>1.5 Complete Master Plan for GSK site by July 2021;</p> <p>1:6 Economic Development strategy setting out delivery framework and targets to be completed by December 2021</p>	<p>TARGETS</p> <p>1.7 Develop Morecambe Bay Population Health Strategy</p> <p>1.8 Support Morecambe Bay CCG in managing Covid Pandemic.</p>
<p>These are supported by the following documents and measures of success within them:</p> <ul style="list-style-type: none"> • South Lakeland Local Plan and Infrastructure Delivery Plan • South Lakeland Economic Development Strategy (in preparation) • Cumbria Public Health Strategy • Morecambe Bay Population Health Strategy (emerging) 		

Priority 2 –

DELIVERING A BALANCED COMMUNITY – A SOUTH LAKELAND FOR ALL AGES;

Why is this a priority?

28. Recent population and household projections suggest that the decline in the District population identified in previous years has been arrested and the population is starting to grow again. Although deaths are projected to outnumber births by 5 to 700 every year, this decline is projected to be countered by net in-migration of 8 to 900 per annum. This means that our population is forecast to rise from 105,300 to 110,200 by 2040. This also means that the number of households is increasing from 48,200 to 52,100 – around 191 per annum.
29. However a major concern is that the District population is ageing. By 2040, there are projected to be 3,200 fewer people of working age and 8,700 more people over 65. This is a concern because it means that the local economy need another 3200 working age people or 160 every year merely to stand still – and even more if the economy is to develop and grow.
30. So we need to encourage our young people to stay, encourage those who have left and acquired knowledge and skills elsewhere to return, encourage economically active people to come in and encourage our older residents to stay healthy and active. This means encouraging enterprise and the creation of high value jobs and housing people can afford. It also means ensuring that our digital infrastructure is fit for purpose for our young people, for our wealth creators to work remotely and for our firms to access talent across the country. It also means ensuring that our towns and countryside provide the lifestyle including schools, connectivity, leisure, cultural and recreational opportunities to attract young people and wealth creators.
31. Our older residents are the backbone of many of our communities and voluntary organisations. Many stay economically active well beyond retirement age. To ensure that they remain active, independent and healthy, we need to ensure that appropriate housing and support is provided, that community support networks grow and that our towns and villages enable independent living and interaction between the generations and encourage continued active lifestyles.
32. This issue is not confined to South Lakeland. Economic and housing growth across Morecambe Bay, better quality of life in towns and villages across the sub-region and better connectivity between them will ensure that the benefits of sub-regional growth will be felt across all three Districts. This is why South Lakeland is adopting a collaborative approach and aligning its strategic thinking with those of its neighbours.

What are the main areas of activity

Housing and Communities	Economic Development and Culture	Health and Environment
<ul style="list-style-type: none"> • New affordable homes to rent • New extra care and specialised housing for the elderly • A range of housing to attract and retain young people • New models of housing delivery • working to reduce the number of second homes • 	<ul style="list-style-type: none"> • Unlocking development sites and enabling local businesses to grow; • Understanding the needs of local businesses ; • Encouraging graduate retention and the creation of high value jobs; • Using culture and the arts to support the unique offer of our towns and countryside; 	<ul style="list-style-type: none"> • Using our distinct environment to create opportunities for all • Working with communities to reduce isolation and loneliness; • Improving access to citizen driven technology • Helping people to be independent
<p>OUTCOME A more balanced South Lakeland which houses a growing working age population and provides the best possible quality of life for all age groups</p>		
<p>2. Deliver 477 affordable homes for rent between 2020 and 2025 (95 pa) 2.2 Deliver 588 affordable homes to buy between 2020 and 2025 (117 pa) 2.3 Deliver 300 extra care units between 2020 and 2025 (100 pa) 2.4 Deliver 337 self and custom build dwellings between 2020 and 2025 (67pa)</p>	<p>TARGETS 2.5 Economic Development strategy setting out delivery framework and targets to be completed by December 2021 2.6 Implementation of Kendal Town Centre Strategy including provision of new employment floorspace 2.7 Commencement of development on 5 allocated employment sites by 2025 2.8 Delivery of Great Places programme</p>	<p>TARGETS 2.9 Completion of Customer Connect Transition programme.; 2.10 Ensure that community interests championed in National Park plans and strategies; 2.11 Ensure that population health strategies make relevant provision for the elderly; 2.12 Ensure that social programmes address loneliness</p>
<p>These are supported by the following documents and measures of success within them:</p> <ul style="list-style-type: none"> • South Lakeland Local Plan and Infrastructure Delivery Plan • South Lakeland Housing Strategy and Older Persons Strategy • South Lakeland Economic Development Strategy (in preparation) • Customer Connect Programme • Great places programme • 		

Priority 3 –

DELIVERING A FAIRER SOUTH LAKELAND – A SOUTH LAKELAND FOR EVERYONE;

Why is this a priority?

34. Compared to many parts of Cumbria and Lancashire, South Lakeland is prosperous with relatively low levels of most types of deprivation. This however masks some significant inequalities. Some of the key facts are the following;
- Median house prices across South Lakeland are almost seven times average annual household income and up to 12 times income in some parts of the District and there are around 4,000 households on the Social Housing Register;
 - 7.2% of households in South Lakeland have an annual household income of under £10,000 and 7% of children live in low-income households
 - 13% of households are in fuel poverty – driven both by low incomes and high heating costs in older, less well insulated homes.
 - There is major variation in life expectancy across the Districts with men living 3.4 years longer and women living 4 years longer in the least deprived areas than the most.
35. The Covid crisis has exposed vulnerabilities in South Lakeland's local economy. The visitor economy including accommodation, retail, food and drink, transport and visitor attractions has been badly hit. This in turn has had an impact on the network of services – professional services, catering, building maintenance etc, which support them. The longer term prognosis is unclear and a lot depends on changing holidaying habits and the balance between increased domestic tourism and reduced international tourism. The full impact has yet to be felt as a lot of businesses have been in receipt of assistance through various grant regimes and the furlough scheme.
36. Although still the lowest in Cumbria and well below national and county averages, since the beginning of the pandemic, unemployment in South Lakeland has nearly trebled from 1.1% to 3.1% (November 2020) and the proportion of the working age population has risen from 6.8% to 9.2%. Although numbers on furlough have fallen. As at the end of September 2020, there were around 4,300 people on furlough in South Lakeland, the highest in Cumbria and just outside the top 30 nationally.
37. There is a particular concern that as a result of the Pandemic, many people are finding themselves at risk of losing financial resilience unexpectedly and suddenly, without previously having seen themselves as being at risk. Many people are encountering the benefits system for the first time and having to budget and manage money. They are having to do this in the context of the physical and mental health impacts of the covid crisis. So there is a need for support.
38. For all of the above reasons South Lakeland has declared a poverty emergency and is implementing a strategy and action plan to tackle poverty and inequality holistically.

What are the main areas of activity

Housing and Communities	Economic Development and Culture	Health and Environment
<ul style="list-style-type: none"> • Preventing homelessness supporting and ensuring the safety of vulnerable people • working with landlords to improve standards • bringing empty homes back into use • maximising access to Disabled Facilities Grants • Providing energy advice and additional support to households in fuel poverty • Maintaining our Council Tax reduction scheme 	<ul style="list-style-type: none"> • supporting people to adapt to changes in technology • encouraging links between further and higher education, apprentices and businesses • providing support, advice and affordable premises for new business start-ups • protecting the vulnerable and helping people out of poverty 	<ul style="list-style-type: none"> • working with partners to reduce domestic violence, alcohol related crime, substance misuse, child sexual exploitation and antisocial behaviour • commissioning services through the third sector • improving air quality and reducing pollution • working with partners to widen access to low cost energy
<p>OUTCOME A District where everyone has access to the the same oppourtunities, life chances and potential to lead safe, healthy, happy and fulfilled lives</p>		
<p>3.1 Halve the proportion of households in poverty and eliminate child poverty;</p> <p>3.2 Implement Homelessness & Rough Sleeping Strategies;</p> <p>3.3 To reduce the percentage of private sector homes with category 1 hazards to less than 15% by 2025.</p>	<p>TARGETS</p> <p>3.4 Distribute grants to aid businesses through the Covid crisis</p> <p>3.5 Widen and improve the quality of broadband coverage;</p> <p>3.6 Advise businesses</p> <p>3.7 Deliver new business space in Kendal Town Hall</p>	<p>TARGETS</p> <p>3.8 Complete Kendal Air Quality Management Plan implementation</p> <p>3.9 Review the third sector commissioning and the delivery of financial advice and support to vulnerable people;</p> <p>3.10 Work with partners to safeguard people against exploitation</p> <p>3.11 Work with partners to protect people against domestic abuse.</p>
<p>These are supported by the following documents and measures of success within them:</p> <ul style="list-style-type: none"> • Homelessness Strategy • Digital Declaration • Tackling Poverty Together Position Statement • Community Safety Partnership • Air Quality Action Plan 		

Priority 4

ADDRESSING THE CLIMATE EMERGENCY – A CARBON NEUTRAL SOUTH LAKELAND

Why is this a priority?

39. Climate change is a major international threat to our future. South Lakeland is already dealing with the impacts of a changing climate with more frequent and more severe flooding events. As well as these, we can expect hotter, drier summers, rising sea levels and more frequent extreme weather events. These weather events threaten people's lives, properties and health but also have a longer-term impact on people's physical, emotional and financial livelihoods.
40. South Lakeland must work with the rest of the world to address our emissions and mitigate the impacts of climate change. The International Panel on Climate Change (2018 report) recommends reducing global carbon emissions by 45% by 2030, and becoming carbon-neutral by 2050. South Lakeland will provide the civic leadership to go further and faster.
41. South Lakeland has an opportunity to lead a new low carbon future, which is beneficial to all giving us a more beautiful, cleaner District, with the growth of green industries, sustainable tourism and residents taking pride in their local area and sustaining the local economy.
42. In February 2019 South Lakeland District Council (SLDC) declared a climate emergency - its Council Plan committing the council to "working to achieve a carbon-neutral South Lakeland". Our 2019 climate change policy acknowledges that climate change is occurring, that manmade greenhouse gas emissions are a primary cause and that climate change will continue to have far-reaching effects on people and places, the economy, society and environment in the district, across the UK and the world.
43. The council seeks to maximise the social, economic and environmental benefits which come from combating, and developing resilience to climate change and developing a sustainable economy.
44. The Council's carbon footprint has reduced by 50% since 2010 but the Council still emits more than 2600 tonnes of CO2 per annum. The Council has committed to being Carbon neutral in its own operations by 2030 and working to achieve a carbon neutral district by 2037. It has prepared a wide ranging action plan to deliver on these targets and is progressively implementing it.

What are the main areas of activity

Housing and Communities	Economic Development and Culture	Health and Environment
<ul style="list-style-type: none"> • Ensuring that new development is sustainable, energy efficient, flood resilient and enhances biodiversity; • Working with partners to mitigate risk of major flood incidents • Working with partners to deliver energy saving and energy efficiency initiatives • Pursuing opportunities to develop renewable energy • enhancing the District’s Green Infrastructure 	<ul style="list-style-type: none"> • Promoting environmental technologies and the green economy; • Developing town centres which are attractive and accessible for living, working and leisure; • Reducing the Council’s own carbon footprint • Promoting local businesses and the circular economy • Ensuring that business areas are protected from flooding; 	<ul style="list-style-type: none"> • Achieving net zero carbon emissions by 2037 • working with Cumbria County Council and other partners to promote and encourage the provision of and access to sustainable public transport across the District • promoting active transport including cycling and walking • Enhancing the biodiversity of the District • Promoting the waste reduction hierarchy
<p>Outcome A more beautiful, quieter and cleaner district leading the way to Net Zero with more comfortable, warmer and safer homes, cleaner air and water, more wildlife, more trees and more jobs in a thriving sustainable economy and an environmental quality and quality of life that is recognised as the best in England.</p>		
<p>4.1 Reduce the percentage of homes in the lowest energy performance certificate (EPC) bands (F and G) from 16.4% to less than 10% by 2025</p> <p>4.2 Updated environmental standards for new development to be included in Local Plan</p>	<p>TARGETS</p> <p>4.3 Enabling agile and home working</p> <p>4.4 Implementation of Town Centre Strategy</p> <p>4.5 Completion of Kendal Flood defences</p>	<p>TARGETS</p> <p>4.6 SLDC Council to be carbon neutral in its own operations by 2030</p> <p>4.7 South Lakeland to be Carbon neutral by 2037</p> <p>4.8 Supporting preparation and implementation of Kendal cycling and walking strategy</p>
<p>These are supported by the following documents and measures of success within them:</p> <ul style="list-style-type: none"> • Climate Change Action Plan • Local Plans in South Lakeland and National Parks • Housing Strategy and Older Persons Housing Strategy • Cumbria Public Health Strategy • Kendal Local Cycling and Walking strategy • Kendal Air Quality Management Plan 		

ENABLING AND DEMONSTRATING PERFORMANCE

Performance in achieving our four key priorities

45. To see what progress we are making towards each of our three key priorities we have set, and regularly monitor, our performance measures. You can organise the performance measures table so that the measures are grouped by council plan priority. Just click on the council plan priority header of the table.

Performance management framework

46. The Performance Management Framework is about the delivery of our goals. Performance means more than just back office systems, processes, plans and indicators. It is about being outcome focussed and aligned to customer and community needs,

47. Effective performance management is being clear about our purpose. It has a strong emphasis on achieving outcomes. It has robust and effective planning systems, which ensure the allocation of resources follow service demands. Our work is monitored against clear targets and acted upon.

Risk management process

48. The Risk Management Process outlines how we are managing risks and opportunities. This process will enable us to identify risks, assess them, identify how we can control them and allocate responsibility to officers.

Financial Management

49. The delivery of the objectives in the Council Plan depend on strong and active financial management. This is achieved through the budget setting process, the medium term financial plan, the treasury strategy, and day to day budgetary controls.