



Jacqui Sinnott-Lacey
Chief Operating Officer

52 Derby Street
Ormskirk
West Lancashire
L39 2DF

7 September 2020

**TO: COUNCILLORS I MORAN, Y GAGEN, V CUMMINS, G DOWLING, D EVANS,
J WILKIE, K WILKIE, K WRIGHT AND A YATES**

Dear Councillor,

Please find additional information for **CABINET** tomorrow on **SKYPE (TUESDAY, 8 SEPTEMBER 2020 at 7.00 PM)**.

Yours faithfully

A handwritten signature in black ink, appearing to be 'JS', enclosed in a rectangular box.

Jacqui Sinnott-Lacey
Chief Operating Officer

**AGENDA
(Open to the Public)**

6b	CIL Funding Programme 2021/22 (Late information)	393 - 394
6d	Council Vision & Plan 2020/21 – 2022/23 (Revised Appendix A & C)	395 - 404

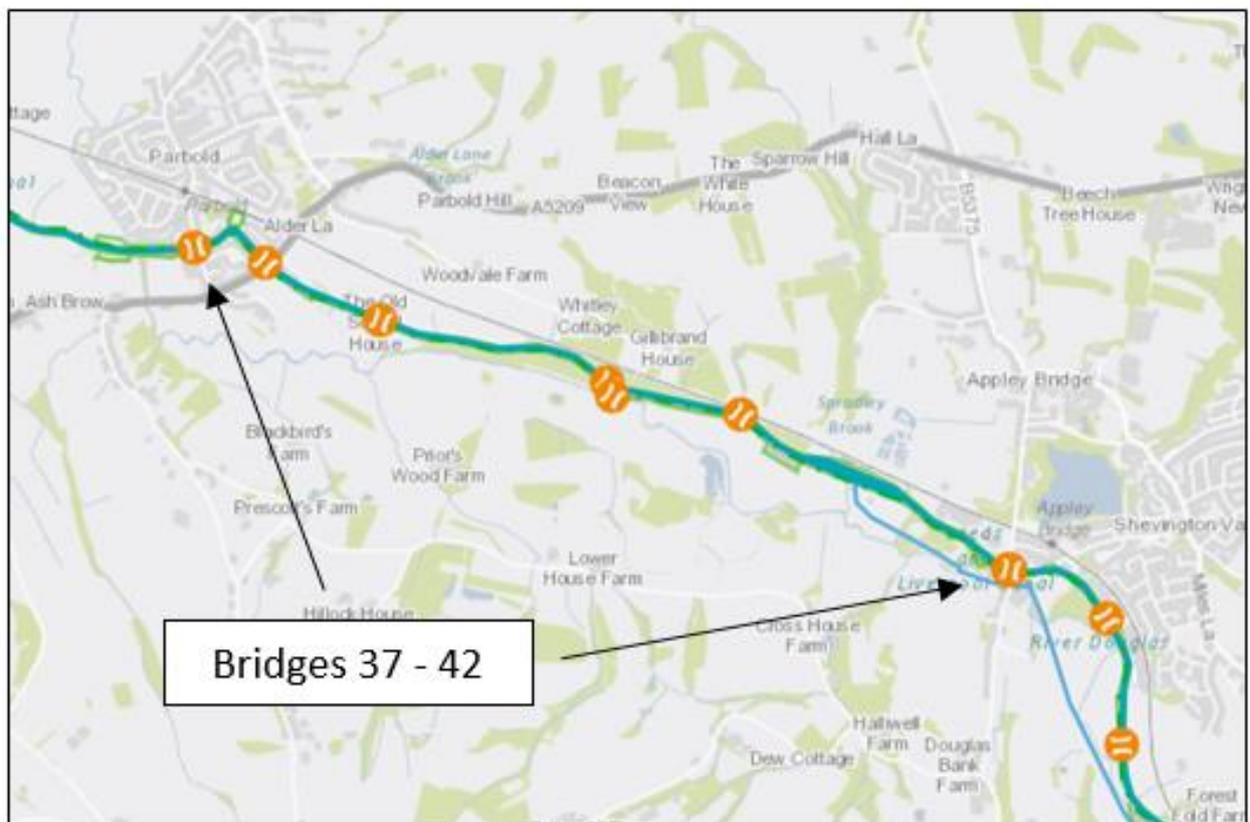
We can provide this document, upon request, on audiotape, in large print, in Braille and in other languages.

For further information, please contact:-
Jacky Denning on 01695 585384
Or email jacky.denning@westlancs.gov.uk

1.0 Parbold-Appley Bridge towpath improvement project

- 1.1 The assessment of schemes for the CIL Funding Programme 2021/22 shortlists a towpath improvement project proposed by the Canal and River Trust that will require more than £100,000 of CIL funding, and this late information provides additional information relating to that proposal.
- 1.2 The scheme is to enable the Canal and River Trust (CRT) to undertake towpath improvement works between Bridge 37 (Mill Lane, Parbold) and Bridge 42 (Appley Lane South, Appley Bridge), which is a distance of approximately 3.5km. This stretch is illustrated in Figure 1.

Figure 1: Location of proposed towpath improvement works



- 1.3 Currently, the towpath between the settlements becomes muddy in poor weather conditions, which deters users. Without improvements, this may deteriorate further. The project will deliver towpath improvements and environmental enhancement, along this stretch of the Leeds-Liverpool Canal, improving links between Parbold and Appley Bridge. The works will serve to improve the Borough's green and blue infrastructure, providing a year round usable facility, a haven for wildlife and developing the canal-side visitor economy. The Leeds-Liverpool canal and its towpath is part of the strategic network of green and blue infrastructure in West Lancashire that the Council's Green Infrastructure & Cycling Strategy seeks to see improved for both walking and cycling, and so this

project would qualify for CIL funding towards strategic infrastructure because demand for it is not only existing but is growing because of new development in the Borough (and in neighbouring boroughs) increasing the number of people who want to use this towpath.

1.4 This section of the towpath is part of the pier-to-pier cycle route between Southport and Wigan, and the CRT are also currently working with Wigan Council to secure Transport for Greater Manchester (TfGM) funding to deliver towpath enhancement projects along the Leeds-Liverpool canal linking Wigan Town Centre with the border of West Lancashire (Appley Bridge). Should those proposals also be successful, this project would help improve connectivity with neighbouring areas, aiding active, healthy and sustainable travel for both leisure purposes and, potentially, for commuting.

1.5 In relation to the Parbold-Appley Bridge towpath improvements, CRT would first undertake a full design through which they would consult local residents and interested parties on. The works themselves would generally consist of clearance of the existing path and removal of any waste that cannot be re-used, cutting back any vegetation as needed (in some cases this could be done by volunteers to generate further engagement in the project), marking out an appropriate width of towpath (between 1.5 metres and 2 metres) and then laying a new path with materials which are in keeping with the wider environment. Recently, in semi-rural locations, CRT have installed a self-bind towpath – such as that used in the towpath improvement works further east on the Leeds-Liverpool canal in Burscough, which were previously funded from CIL.

1.6 The towpath improvement works are costed at approximately £430,000, comprising:

Design	£20,000
Project management	£10,000
Contract costs (improvement works)	£400,000

Of this, £385,000 is sought from CIL, with the remaining £45,000 expected from CRT through their capital investment (£15,000) and through grant applications to the Lancashire Environment Fund (£30,000).

1.7 Council officers are continue to explore with CRT whether they could increase the amount of funding they can provide or source from other funds and grants, and so it is possible that by the time the final CIL Funding Programme is considered by Cabinet in November (after the public consultation on the shortlist of projects, including this towpath improvement project), the amount of CIL required may be reduced. Including the towpath improvement works within the draft CIL Funding Programme may also help these discussions, as it gives CRT some reassurance that significant external funding may be available for their project, to enable them to seek additional internal contributions. It will also enable CRT to make the necessary grant applications to the Lancashire Environment Fund for the £30,000 (expressions of interest need to be registered by 8 October, which is during the proposed draft CIL Funding programme consultation period).

Vision

West Lancashire together; the place of choice to live, work, visit and invest

Our Priorities

❖ Create empowered, engaged and inclusive communities

We want:

- Healthy resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- Our citizens to access the benefits of being digitally engaged
- Councillors that are active and knowledgeable and support change at a local level
- To improve customer satisfaction

We will:

- Build on and develop strengths within local communities
- Engage with communities when making key decisions
- Use community networks to gain views from hard to reach groups
- Create innovative ways to listen to different community views
- Use Councillors' existing reach and influence to provide community feedback to shape decision making
- Work with partners to develop a meaningful offer to support citizens to become digitally included
- Adopt a best practice model of consultation
- Listen and provide feedback to customers about how their views have improved services
- Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities

❖ Support businesses to adapt and prosper

We want:

- West Lancashire to be the place of choice to locate your business
- Our 3 towns to be thriving hubs for their communities
- To support our businesses to succeed and grow
- A strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

We will:

- Support the recovery and growth of existing and new businesses
- Lead the regeneration of Skelmersdale Town Centre
- Develop the market offer and reinvigorate Ormskirk's Eastern gateway
- Adopt an inclusive procurement approach which supports local businesses to tender for opportunities
- Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors
- Signpost and support businesses to innovate and diversify
- Develop a strong web presence which positively promotes West Lancashire
- Create enlivened town centres offering diverse leisure opportunities and night time economy

Become a Greener West Lancashire**We want:**

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

We will:

- Be a role model and lead good practice; develop a Climate Change strategy and action plan
- Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology
- Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements
- Commit to maximising Council energy requirements from renewable sources
- Maximise the use of solar panels on Council owned buildings and housing stock
- Increase the use of environmentally friendly products
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint
- Optimise the Council fleet; increase route efficiency and maximise low emissions

- Enhance green spaces promoting diverse leisure uses and explore the option of developing an Eco park
- Support the development of green transport
- Use green credentials to form part of our procurement selection criteria
- Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions
- Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

❖ Be a financially sustainable Council by 2023

We want:

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire
- To provide value for money services

We will:

- Make sure our internal financial and decision-making processes continue to be strong
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire.
- Optimise inward investment
- Review fees and charges across all council services
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved
- Review existing contract savings and work with suppliers to achieve economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Maximise the value from existing assets and focus on value for money

❖ A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire

We want:

- To provide a cleaner physical environment to enhance the Borough
- West Lancashire to be safe for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough

- To provide quality and genuinely affordable homes

We will:

- Deliver high quality street cleansing services based on demand
- Invest resources within services to achieve an improvement to the local environmental quality
- Develop environment ward reports for members
- Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company
- Increase the supply of homes to bring cheaper private rents/more choice
- Get the right mix of properties for each community
- Continue to drive forward the community safety agenda
- Review WLBC/public estate land holdings
- Lead estate regeneration creating attractive places where people want to live
- Review our Housing Strategy
- Identify strategic regeneration areas and investment plans

❖ **Everyone to be healthy, happy, safe and resilient**

We want:

- To help businesses in West Lancashire to thrive, grow and connect
- An engaged and motivated Council workforce
- To design services that help people stay healthy and independent
- To invest in sports and leisure services and facilities
- To protect, invest and continue to develop our green leisure spaces

We will:

- Deliver our food poverty strategy and action plan
- Deliver our fuel poverty strategy and action plan
- Deliver our financial inclusion strategy and action plan
- Deliver our people strategy with Council staff that results in a continuously improving culture
- Deliver our health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of health, wellbeing and leisure facilities and services
- Bring in additional money/services to support our most deprived areas

❖ **Everyone to be proud of their Council**

Vision

West Lancashire **together** is the place of choice to live, work, visit and invest

Commented [TC1]: Based on feedback from Member scrutiny event. Reflecting the need for the vision to be owned by everyone in West Lancashire and building on the newly established partnerships developed through Covid-19.

Our Priorities

❖ Create empowered, engaged and inclusive communities

We want:

- Healthy resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities **regardless of where they live**
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- **Our citizens to access the benefits of being digitally engaged**
- Councillors that are active and knowledgeable and **are catalysts to** support change at a local level
- To improve customer satisfaction

Commented [TC2]: Based on feedback from citizens & Members: suggestion that we recognise the need for equality of opportunity and remove reference to geography

Commented [TC3]: Based on feedback from Member scrutiny event. Recognition of the Council's role is addressing the digital divide.

Commented [TC4]: Based on feedback from Member scrutiny session: use plain English

We will:

- Build on and develop strengths within local communities
- **Engage with communities when making key decisions** **Carry out consultation in high footfall areas**
- Use community networks to gain views from hard to reach **groups people**
- Create innovative ways to listen to different community views
- Use Councillors' existing reach and influence to provide **community feedback to shape decision making**
- **Work with partners to develop a meaningful offer to support citizens to become digitally included**
- Adopt a best practice model of consultation
- Listen and provide feedback to customers about how their views have improved services
- Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities

Commented [TC5]: Based on feedback from citizens: recognise the importance of citizens influencing decision making

Commented [TC6]: Based on citizen feedback: recognising the importance of community views influencing decision making

Commented [TC7]: Based on feedback from Member scrutiny session

❖ Support businesses **and town centres** to **recover adapt** and prosper

Commented [TC8]: Feedback from citizens; a significant focus on town centres. Is this right or should our focus be more widely on economic recovery?

Commented [TC9]: Based on feedback from citizens; this is recognising that Covid-19 may continue to impact for a sustained period of time in a number of different ways, e.g. 2nd wave, continued social distancing. Businesses and Council are needing to innovate. Town centres may be quite different in the future than pre Covid-19.

We want:

- West Lancashire to be the place of choice to locate your business
- **Our 3 towns centres** to be thriving hubs for their communities
- To support our businesses to succeed and grow

Commented [TC10]: Feedback from citizens; there is a need to reflect all of West Lancs and not just Ormskirk or Skelmersdale. This wording is more inclusive.

- A strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

Commented [TC11]: Feedback from Member Scrutiny and Citizens; need to reflect all of West Lancs economy & agriculture being a key part of this.

We will:

- Support the recovery and growth of existing and new businesses
- Lead the regeneration of Skelmersdale Town Centre
- Develop the market offer and reinvigorate Ormskirk's Eastern gateway
- Adopt an inclusive procurement approach which supports local businesses to tender for opportunities
- Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors
- Signpost and support businesses to innovate and diversify
- Develop a strong web presence which positively promotes West Lancashire
- Create enlivened town centres offering diverse leisure opportunities and night time economy

Commented [TC12]: Based on Member feedback; in line with Community Wealth Building approach

Become a Greener Council West Lancashire

We want:

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

Commented [TC13]: Based on feedback from Member scrutiny session: suggestion Council ambition should go beyond just the actions of the Council. Suggestion focus on the Council's role as an influencer of business & citizen behaviour.

Commented [TC14]: Based on feedback from Member scrutiny and citizens. Recognition that to make a real difference the Council has a wider role.

We will:

- Be a role model and lead good practice; develop a Climate Change strategy and action plan
- Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology
- Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements
- Commit to maximising Council energy requirements from renewable sources
- Create-Maximise the use of solar panels on Council owned buildings and housing stock
- Increase the use of environmentally friendly products
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency, and design out waste and reduce our carbon footprint

Commented [TC15]: Based on feedback from Member scrutiny and citizens. Recognition of how a long term plan and commitments will support success.

Commented [TC16]: Based on feedback from Member scrutiny and citizens.

Commented [TC17]: Based on Member feedback; suggestion to maximise impact include housing stock

Commented [TC18]: Based on Member feedback; suggestion to positively impact on our environment

- Optimise the Council fleet; increase route efficiency and maximise low emissions
- Enhance green spaces promoting diverse leisure uses and explore the option of developing an Eco park
- Support the development of green transport
- Use green credentials to form part of our procurement selection criteria, using the supply chain to reduce our carbon footprint
- Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions
- Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

Commented [TC19]: Based on feedback from Member scrutiny; recognition of the importance the council's approach supports sustainable solutions

❖ Be a financially sustainable Council by 2032

We want:

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire reduce our reliance on government grant funding
- To provide value for money services

Commented [TC20]: Based on feedback from Member scrutiny and citizens: Covid-19 has had a significant impact and timescale should be revised accordingly.

Commented [TC21]: Feedback from citizens and Members: recognise the importance of maximising Gov funding and also articulate that all income will be directly invested back into West Lancashire

Commented [TC22]: Based on Officer feedback: ambition should be to achieve VFM in all service areas

We will:

- Make sure our internal financial and decision-making processes continue to be strong
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from the Tawd Valley Development Company to increase revenue to reinvest in West Lancashire.
- Optimise inward investment
- Review fees and charges including the implementation of a charging strategy for garden waste across all council services
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved
- Review existing contract savings and work with suppliers to achieve economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Maximise Sweat the value from existing assets and focus on value for money

Commented [TC23]: Feedback from Citizens and Members; recognise that all returns will be reinvested back into West Lancashire

Commented [TC24]: Feedback from Member scrutiny: Reflect the need to sustainably manage all fees and charges not just garden waste.

Commented [TC25]: Feedback from Member Scrutiny & Members: use plain English

❖ A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire

We want:

- ~~To provide a cleaner physical environment to enhance the Borough~~
- West Lancashire to be ~~kept clean and safe~~ for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough
- To provide quality and genuinely affordable homes

Commented [TC26]: Based on Member and citizen feedback: have a specific commitment in relation to the environment

We will:

- ~~Increase-Deliver high quality~~the frequency of street cleansing services based on demand in residential areas
- ~~Provide a best value service for cleansing, waste and recycling~~
- ~~Invest resources within services to achieve an improvement to the local environmental quality~~
- Develop environment ward reports ~~for~~ members
- Develop homes to rent/buy/~~for~~ shared ownership through Tawd Valley Development Company
- Increase the supply of homes to bring cheaper private rents/more choice
- Getting the right mix of properties for each community
- ~~Continue to drive forward the community safety agenda~~
- Review WLBC/public estate land holdings
- Lead estate regeneration creating attractive places where people want to live
- Review our Housing Strategy
- Identify strategic regeneration areas and investment plans

Commented [TC27]: Officer recommendation: Propose we move to a demand led service based on evidence.

Commented [TC28]: Recognition that this should be the case for all services. This has been moved under finance section and broadened to cover all services

Commented [TC29]: Based on Member and citizen feedback: strengthen commitment in relation to quality of the environment

Commented [TC30]: Based on feedback from citizens; recognising the importance of community safety and addressing ASB.

❖ Everyone to be healthy, happy, safe and resilient

We want:

- To help businesses in West Lancashire to thrive, grow and connect
- ~~Secure the benefits of high quality growth~~
- ~~An engaged and motivated Council workforce~~
- To design services that help people stay healthy and independent
- To invest in sports and leisure ~~services and~~ facilities
- To ~~protect, invest and continue to develop our green leisure spaces~~

Commented [TC31]: Feedback from staff: this outcome is not clear

Commented [TC32]: Based on feedback from Member scrutiny

Commented [TC33]: Based on feedback from staff and citizens: recognising the use of outdoor space.

Commented [TC34]: Based on citizen and Member feedback; reflect the Council's commitment to providing high quality outdoor leisure space for citizens to enjoy. It is noted the key role this has played for many during Covid-19.

We will:

- ~~Create a~~Deliver our food poverty strategy and action plan
- ~~Develop a~~Deliver our fuel poverty strategy and action plan
- ~~Create-Deliver our~~ financial inclusion strategy and action plan
- ~~Develop-Deliver our~~ a people strategy with Council staff that results in a high performing culture continuously improving culture
- ~~Review-Deliver our~~ health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of ~~health, wellbeing and~~ leisure ~~facilities and~~ services
- Bring in additional money/services to support ~~our~~ most deprived areas

Commented [TC35]: Based on feedback from Member scrutiny

Commented [TC36]: Based on Member and Officer feedback; wording amendment to acknowledge the need to continuous improvement

Commented [TC37]: Based on staff feedback and citizen feedback;

|

❖ Everyone to be proud of their Council

DRAFT

