



CABINET: 10 MARCH 2020

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE: 26 MARCH 2020**

COUNCIL: 1 APRIL 2020

Report of: Corporate Director of Transformation & Resources

Relevant Portfolio Holder: Councillor Ian Moran

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SUBJECT: COUNCIL PLAN AND CORPORATE PERFORMANCE REVIEW

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval to further progress the draft "Council Plan 2020/21" (Appendix A) and that following consultation feedback a final Plan is brought back to Council in October.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the draft "Council Plan 2020/21" attached as Appendix A to this report be reviewed by Cabinet and approved for wider consultation.

2.2 To agree that stakeholder consultation on the draft plan is undertaken and the consultation feedback used to refine the final Council Plan to be brought back to Full Council in October.

2.3 To agree that the existing Annual Suite of performance indicators and key quarterly indicators attached as Appendix C are retained and reported on following current practice until at least October 2020.

2.4 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 26 March 2020.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

- 3.1 That the draft “Council Plan 2020/21” attached at Appendix A to the report be considered and that agreed comments be referred to Council on 1 April 2020 for consideration.
- 3.2 That the Committee consider the Suite of Performance Indicators 2020/21 (Appendix C) intended for following current reporting practice until at least October 2020 and agree comments as appropriate.

4.0 RECOMMENDATIONS TO COUNCIL

- 4.1 That the draft “Council Plan 2020/21” attached at Appendix A to the report be approved and that following consultation feedback a final Plan is brought back to Council in October 2020.

5.0 BACKGROUND AND CURRENT POSITION

- 5.1 A Council Plan enables the Council to communicate its direction and priorities to the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities also assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.
- 5.2 During 2019/20 the Sustainable Organisation Review Project established a new operating model for the Council. Implementing the agreed recommendations from the review through the Our Future programme and the development of supporting processes such as the Smarter Working Initiative and Our People Strategy continues to engage staff at all levels. The whole Council therefore continues to experience and contribute to fundamental changes to structure, processes and culture.
- 5.3 In January, a Cabinet strategy session assessed the existing Council Plan, vision, values and priorities in light of what has been achieved, the operating environment and Council's new operating model. It was recognised that there had been significant progress towards achieving the existing Council Plan and a revision to the Plan was appropriate.
- 5.4 A new draft Council Plan (attached at Appendix A) has therefore been developed which reflects the strategic ambitions of Cabinet. The draft Plan builds on the success of the previous Council Plan and recognises the potential of the Council to influence and directly realise significant change and improvement across the Borough.
- 5.5 In summary, the draft Plan provides a revised Vision and Priorities. These are:

Vision: West Lancashire is the place of choice to live, work, visit and invest

Priorities:

- Create empowered, engaged and inclusive communities
- Become UK's greenest council/Become Carbon Neutral
- A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire
- Everyone to be healthy, happy, safe and resilient
- Be financially sustainable by 2022
- Everyone to be proud of their Council

5.6 In addition, to reflect the new priorities the reporting mechanisms for the corporate performance information is being reviewed. This has previously been agreed as an Annual Suite with key indicators reported quarterly to Members. This follows the same format and process that was in place for the now discontinued national reporting requirements. This means that Members receive largely operational information on particular outputs from a service. It is proposed that the new reporting suite provides Members with key information relevant to the delivery of the Council Plan.

5.7 The current Council Plan will remain in place until adoption of the new Council Plan in October 2020.

6.0 NEXT STEPS

6.1 Members recognise the importance of the Council Plan reflecting the needs of the communities of West Lancashire, focussing on where the Council will add most value, deliver the best outcomes and focus its resources. It is therefore intended to test the ambitions of the draft Plan through consultation with stakeholders including Councillors, staff, residents, businesses and partner organisations. Further detail is provided in s.7.0 *Consultation Process and Timetable*.

6.2 Following feedback from the consultation a final Council Plan and delivery plan will be brought to Full Council in October 2020 for approval as the final Council Plan. A refresh will then be considered in April 2021 and annually thereafter to ensure that the Plan remains relevant and in line with the needs of the Borough.

6.4 Along with the final Council Plan in October, Members will receive a revised reporting and monitoring process to approve replacing the current Annual Suite / Quarterly Performance Indicator and half-yearly Council Plan progress reporting routine. To ensure there is no gap in performance information for Members the current practice for reporting a suite and targets (Appendix C) will continue to be provided following the same quarterly reporting routine whilst a replacement reporting system is developed.

7.0 CONSULTATION PROCESS AND TIMETABLE

- 7.1 Various consultation activities involving different groups will ensure that comprehensive feedback is received on the draft Council Plan. This will include:
- WLBC Councillors – Scrutiny session – 24 March
 - Staff – All Staff events to seek feedback on Council Plan – 2 April
 - Citizens, business and other stakeholders (such as Parish Councils, partner organisations) – 6 week consultation programme including online/postal surveys, popup events, community meetings, stakeholder consultation event – May/June 2020.
- 7.2 The consultation process will be promoted via direct invitation for the Councillor and Staff events, postal survey and a social media campaign for the wider consultation. The consultation feedback will be brought back to Full Council in October 2020.
- 7.3 It is known that similar timings will apply to the West Lancashire Partnership (WLP) public consultation (in which we are a partner organisation). There are synergies with that consultation and our own which we believe will result in respondents being given the opportunity to raise views on the way West Lancashire is served across a comprehensive set of services. Therefore we are investigating opportunities to work with WLP to dovetail consultation exercises. It is proposed that for 2020 we do not carry out a separate Citizens Survey as this could lead to potential survey fatigue and lower engagement levels.

8.0 SUSTAINABILITY IMPLICATIONS

- 8.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. Sustainability impacts will be considered for individual initiatives referenced. The information set out in this report aims to help the Council to improve and sustain service performance. The vision, values, priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

9.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 9.1 There are no significant financial or resource implications arising from this report. The Council Plan appended to this report aims to ensure the Council is able to continue to pursue its objectives, within the resources available and can monitor and manage use of those resources. An agreed Council Plan will assist in shaping budget decisions and enable clear priorities to be set for services.

10.0 RISK ASSESSMENT

- 10.1 The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant risk registers. Having well-defined priorities means that attention and resources can

be effectively focussed on managing, monitoring and achieving the Council's core objectives and reduces the risk of not doing so.

11.0 HEALTH AND WELLBEING IMPLICATIONS

11.1 The proposal will support health and wellbeing within West Lancashire in a variety of ways. The priority "*Everyone to be healthy, happy, safe and resilient*" specifically outlines what we want and what we intend to do to achieve this.

Theme	We want
Promote good health and wellbeing and enable people to flourish	<ul style="list-style-type: none"> • To design services that help people stay healthy, independent • To invest in sports and leisure facilities
Prevent and tackle the causes of ill health	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Empower people in vulnerable, deprived and disadvantaged communities to realise their full health potential;	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Develop and support effective and high quality health and wellbeing services	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Encourage and enable all people to take a role in identifying and addressing barriers to improve health and wellbeing	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Increase people's independence throughout their life course and ability to lead full active lives.	<ul style="list-style-type: none"> • To design services that help people stay healthy, independent

We will:

- Create a food poverty strategy and plan
- Create a fuel poverty strategy and action plan
- Create a Financial Inclusion strategy and plan
- Develop a new health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Greater range of leisure activities offering first class facilities
- Enlivened town centres offering diverse leisure opportunities + night time economy
- Bringing in additional money/services to support most deprived areas

In addition, it is anticipated a positive impact on Health & Wellbeing will also be achieved through the wider work for the other priorities of:

- A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire
 - Create empowered, engaged and inclusive communities
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Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

There is a direct impact on members of the public, employees, elected members and / or stakeholders, therefore an Equality Impact Assessment is required. A formal equality impact assessment is attached as Appendix B to this report, the results of which have been taken into account in the Recommendations contained within this report

Appendices

- A. Draft Council Plan 2020/21
- B. Equality Impact Assessment
- C. Suite of Indicators
- D. Minute of Cabinet (Executive Overview and Scrutiny Committee only) - to follow
- E. Minute of Executive Overview and Scrutiny Committee (Council only) - to follow