

## 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. 2<sup>nd</sup> 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;

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❖ Everyone to be proud of their Council

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