



**BUDGET / COUNCIL PLAN COMMITTEE:
28 SEPTEMBER 2022**

Report of: Corporate Director of Transformation, Housing & Resources

Relevant Portfolio Holder: Councillor Cllr Adam Yates

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SUBJECT: COUNCIL PLAN DEVELOPMENT TIMETABLE

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 To agree an approach and timetable to developing a new Council Plan for 2023 onwards.

2.0 RECOMMENDATIONS

- 2.1 That the principles for development of the Council Plan at section 5.2 are approved.
- 2.2 That the proposed development timetable at section 6.1 is approved.
- 2.3 That the working period for the Plan is agreed as five years and that outcomes and priorities be monitored at this committee as outlined at section 7.1.

3.0 BACKGROUND

- 3.1 The Council Plan 2020-2023 (Appendix 1) was approved at full Council in October 2020 following a cross-party Scrutiny workshop and public consultation.
- 3.2 The Council Plan outlines the strategic ambitions of the Council where we can directly make an impact and use our influence to realise significant change and improvement across the Borough.
- 3.3 The establishment and visibility of a Council Plan provides guidance (the 'golden thread') for planning all work within the Council, allowing alignment of resources targeted to achieve the outlined priorities. It provides the basis for decisions about activity for delivering the improvements and allows progress on this work to

be open and transparent. The Plan is a reference for Councillors, staff, residents, businesses, partners and other stakeholders.

4.0 CURRENT POSITION

- 4.1 In May 2022 a new Budget and Council Plan Committee (B&CPC) was established at full Council to refresh this key plan as it reaches its review date of October 2023.
- 4.2 The Council Plan 2020-2023 for the most part remains relevant in the local context since it was consulted on just over two years ago.
- 4.3 Nevertheless, there have been significant changes for all of local government since summer 2020 and the Plan should therefore be reviewed to ensure it takes account of this along with local views (for example through the Citizen Survey) with a view to approval of a new Plan by full Council in October 2023.

5.0 FUTURE PLAN

- 5.1 It is proposed that a new Council Plan gives consideration to the current plan and involves Councillors at an early stage and throughout its development through the B&CPC. It is recommended that the current 'Vision' be retained since any vision is intended to provide a long-term aspiration for an organisation. It is also proposed that the structure of the Plan is revised to provide a clearer reporting mechanism.
- 5.2 The principles behind the proposed development process are that a new Plan will:
- Contain a Vision, Priorities and Outcomes
 - Retain the existing Vision
 - Ensure that outcomes outline single issues with a focus on measurable improvements for the customer/borough
 - Provide clear alignment between Priorities and Outcomes and a delivery plan (actions', KPIs & Risks)

Following development of the Plan and through this Committee:

- The Vision, Priorities and Outcomes will undergo public consultation
 - A Delivery Plan with actions, KPIs and risks will be developed by Officers for the emerging priorities and outcomes and be approved through this Committee once the Council Plan is confirmed
 - Actions and outputs/success measures will be specific, timebound deliverables
 - Measures and targets (KPIs) will be reduced in number to become more strategic reflecting the Council Plan and with less operational focus
 - Risks surrounding the Plan will be developed and monitored as part of the key strategy for the Council.
- 5.3 Many of the issues for the Council are long-term (e.g carbon reduction, health inequalities, economic growth, etc) however a Delivery Plan will detail activity to be achieved within a 12-month period to allow focus on shorter-term achievable improvements. Delivery beyond 12m will also be noted to tie in with the length of

the agreed plan period for future review. Since this is the strategic plan for the Council the risk(s) attached to not delivering the plan will also be included.

- 5.4 Although preliminary work can be carried out for a Delivery Plan during Plan development it cannot be finalised until the Council Plan (Vision, Priorities and outcomes) has been approved. It is therefore not possible to consult on a Delivery Plan at the same time as the Council Plan. However views can be sought on actions that would contribute to the delivery of the priorities. In addition, future years' Delivery Plans (annual refreshes) would be approved through this Committee so that it remains relevant and in line with the needs of the Borough during the lifetime of the Council Plan.
- 5.5 The proposed development timetable includes thorough Councillor and staff engagement. This ensures that the draft Council Plan for public consultation has taken account of the views of those most knowledgeable and responsible for its content resulting in a fully considered Plan presented for consultation.

6.0 DEVELOPMENT TIMETABLE

- 6.1 The proposed timetable below provides an overview of the key milestones taking account of Purdah.

Process key steps	Estimated timescale
Committee agree principles (section 5.2)	September 2022
Engagement with Councillors and key staff seeking views on current plan	By Dec 2022
Committee review a Version 1.0 of new Plan – based on views on current Plan and agreed principles Committee to review and approve for Councillor workshop	January 2023
Councillor workshop – to seek views on revised Plan	Early Feb 2023
Committee review a Version 2.0 of new Plan – incorporating workshop feedback. Committee to review and approve draft for public consultation.	End March 2023 (before Purdah)
Public/stakeholder/Councillor/Staff consultation	June 2023
Committee review Version 3.0 of new Plan – incorporating public consultation. Committee to review and approve for Scrutiny/Cabinet/Council.	September 2023 - Committee September 2023 - Executive Overview & Scrutiny; Cabinet October 2023 - Council

7.0 PLAN DURATION

- 7.1 Many of the issues that will be addressed through the Plan are medium to long-term. It is therefore recommended the Council moves to a 5-year Council Plan

cycle. An annual refresh of the Delivery Plan will ensure that progress is being maintained on outcomes and priorities and will be reviewed and monitored at this committee (pending Terms of Reference agreement).

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.

9.0 FINANCIAL AND RESOURCE IMPLICATIONS

9.1 There are no significant financial or resource implications arising from this report.

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.

11.0 HEALTH AND WELLBEING IMPLICATIONS

11.1 There are no health and wellbeing implications arising from this report, although the Plan it refers to will have implications.

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

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required, although the Plan it refers to will have implications.

Appendices

1. Current Council Plan 2020-2023

APPENDIX 1

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

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