



**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE: 14 SEPTEMBER 2023**

CABINET: 26 SEPTEMBER 2023

COUNCIL: 18 OCTOBER 2023

Report of: Corporate Director of Transformation, Housing & Resources

Relevant Portfolio Holder: Councillor Rob Molloy

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SUBJECT: COUNCIL VISION AND PRIORITIES 2023-2028

Wards affected: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 To approve the Council Vision and Priorities 2023-2028.

2.0 RECOMMENDATION TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

2.1 That the contents of this report and the draft Council Vision and Priorities 2023-2028 (attached at Appendix A) be considered and that agreed comments be referred to Cabinet for consideration.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council Vision and Priorities 2023-2028 attached at Appendix A be approved to take forward to Council for adoption with any agreed comments.

3.2 That the results of the consultation set out at Appendix B be noted.

3.3 That the proposed process for adopting a monitoring framework for the new Priorities, to be taken through Executive Scrutiny and Cabinet in February/March 2024, is approved.

3.4 That the proposed interim reporting arrangements for the remaining quarter performance reporting for 2023/24 are approved.

3.5 That Call In is not appropriate for this item as the report was submitted to the Executive Overview and Scrutiny Committee on 14 September 2023.

4.0 RECOMMENDATIONS TO COUNCIL

- 4.1 That having regard to the comments from Executive Overview & Scrutiny and Cabinet along with the results from the public consultation contained in this report, the "Council Vision and Priorities 2023-2028" attached at Appendix A to this report be approved and adopted.
 - 4.2 That the proposed process for adopting a monitoring framework for the new Priorities, to be taken through Executive Scrutiny and Cabinet in February/March 2024, is approved.
 - 4.3 That the proposed interim reporting arrangements for the remaining quarter performance reporting for 2023/24 are approved.
-

5.0 BACKGROUND

- 5.1 A Council Vision and Priorities enables the Council to communicate its direction and priorities to the public, stakeholders and staff, and supports transparency and accountability. Providing a clear statement of Council priorities assists effective planning, use of resources, and prioritisation of work thus creating a golden thread through all Council activities.
- 5.2 The Council began the development of a new Council Plan for the period 2023-2028 as the current plan for 2020-2023 was coming to an end following a best practice engagement methodology. In September 2022, design principles and a development timetable were approved through committee. During the initial development, views from those most involved with the Council Plan 2020-2023 were sought through a 'pulse' survey. All Borough Councillors, key stakeholders and key staff were invited to take part in the survey.
- 5.3 This feedback, along with other insight, was used to influence and shape development of the first draft of a new plan. A cross-party Councillor workshop was held on 15 March 2023 to seek views on the draft plan.
- 5.4 Following consideration of the workshop feedback, a refined draft Council Plan 2023-2028 was developed. This outlined the strategic ambitions of the Council in terms of what we want to prioritise and improve and where we can directly make an impact or influence significant changes and improvements across the Borough. The draft plan aimed to ensure we can continue to deliver the best outcomes for West Lancashire by working with our communities and partner organisations.
- 5.5 Consultation on this draft was then undertaken with the public, Councillors, key stakeholders and staff from 29 June-10 August 2023. The consultation exercise focus was on the strategic council priorities rather than how we would achieve them through service delivery. Council services and activities that will deliver the priorities are agreed by other existing processes including through decisions of elected Members. Having a refreshed strategy will allow the Council to make sure all future agreed activity aligns to delivering the priorities underpinned by a refreshed performance management approach from April 2024.

6.0 CONSULTATION HEADLINES

6.1 In total, 325 consultation responses were received. Survey responses comprised of those selecting the category:

- 243 residents of the borough
- 43 staff (not living in the borough)
- 15 stakeholders/partner/business/organisation serving West Lancs
- 14 prefer not to say
- 10 Councillor

6.2 Respondents were asked whether they agreed or disagreed with the draft priorities and the draft priority areas of focus. Detail of the consultation method and survey results is given in Appendix B. Headline data below demonstrates a positive response to the consultation priorities.

To what extent do you agree or disagree that our four priorities are focused on the right themes?

- 90% agree/strongly agree with the priority *Create clean and environmentally sustainable places*
- 85% agree or strongly agree with the priority *Generate prosperity in our borough*
- 83% agree or strongly agree with the priority *Nurture inclusive and healthy communities*
- 90% agree or strongly agree with the priority *Manage a resilient, financially strong Council that listens to its residents*

To what extent do you agree or disagree that we should target our resources on [the draft priority] areas of focus?

- 87% agree/strongly agree with the areas of focus for *Create clean and environmentally sustainable places*
- 79% agree or strongly agree with the areas of focus for *Generate prosperity in our borough*
- 79% agree or strongly agree with the areas of focus for *Nurture inclusive and healthy communities*
- 86% agree or strongly agree with the areas of focus for *Manage a resilient, financially strong Council that listens to its residents*

Overall, do you agree or disagree that our Council Plan 2023-2028 clearly outlines our strategic priorities and will be able to direct positive changes for the borough?

- 63% agree/strongly agree

7.0 FEEDBACK & FINAL DRAFT

- 7.1 Respondents who disagreed or strongly disagreed with elements of the draft Plan were then asked to explain why. In addition, all respondents were asked for any other comments about the priorities and areas of focus.
- 7.2 Detail of the consultation method and survey results is given in Appendix B. The response data indicates that as a group the majority of respondents are supportive of the consultation priorities. However, comments and key themes from the feedback were considered and changes were made to assist with clarity of the priorities and areas of focus and strengthen the final proposed priorities.
- 7.3 One of the messages from the feedback was that referring to the priorities and areas of focus as the "Council Plan" had created the expectation that a detailed action plan would be provided, rather than the strategic priorities only. In addition, having both a "Council Plan" and a "Local Plan" managed through the Council had resulted in the purpose of the survey being unclear for some respondents. To remove these issues in the future the new priorities are proposed for adoption as the "Council Vision and Priorities 2023-2028".
- 7.4 The survey feedback included some comments and themes beyond the scope of the consultation which was on the priorities and areas of focus. This feedback will however be considered when developing the future monitoring framework and will be shared with the respective service areas as appropriate. We encourage customers and stakeholders to provide comments and feedback on our services at any time (in line with our Feedback Policy) as feedback is key to improving service delivery.
- 7.5 The amendments made to the Council priorities following survey feedback are shown through tracked changes in Appendix C.
- 7.6 The final proposed Council priorities and areas of focus are given at Appendix A for approval as the Council Vision and Priorities 2023-2028.
- 7.7 Underpinning the draft Vision and Council Priorities we recognise that there are cross-cutting themes that apply to all aspects of work. Where appropriate in all areas of work the Council will reflect on what the evidence from feedback, insight and data tells us, maximise any benefits that can be brought through partnership working, and take into consideration a digital first approach.

8.0 FUTURE REPORTING

- 8.1 To give an indication of how the Council would achieve the draft priorities a draft Delivery Framework (Appendix D) was provided in the reports to committee in June, ahead of the consultation. These aligned to the consultation priorities and areas of focus and are where the Council will add most value and deliver the best outcomes.
- 8.2 Further refining of this delivery framework of activity including with targets and timescales will take place upon approval of the draft Council Vision and Priorities

2023-2028 (Appendix A). This activity will be agreed through existing Council processes.

- 8.3 If the proposed Council Vision and Priorities 2023-2028 at Appendix A is adopted, the draft delivery framework will then be fully defined before approval through Executive Overview and Scrutiny and Cabinet ahead of the implementation of the new Committee Structure. It is anticipated that it will take officers some time to develop the delivery plan whilst also preparing for reporting into the new committee structure.
- 8.4 To accommodate this work it is proposed that the remaining quarter performance reporting for 2023/24 focuses on the existing KPI suite as approved through Scrutiny and Cabinet in March 2023. A new delivery plan will be adopted through Scrutiny and Cabinet in February/March 2024 ahead of the implementation of the new Committee Structure and in future years, the delivery plan will be refreshed annually within the new committee structure in line with corporate planning timescales.
- 8.5 Services will continue to progress work on activity that would form part of the new Council Vision and Priorities 2023-2028 reporting and where appropriate Members will continue to receive reports on key projects in detail as reports to committees in their own right (e.g Local Plan, UKSPF, regeneration projects, development of strategies etc). If the new Council Vision and Priorities 2023-2028 at Appendix A is not approved, reporting will continue on the existing Council Plan until new priorities are agreed.

9.0 SUSTAINABILITY IMPLICATIONS

- 9.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

The vision and priorities of the Council should contribute to planning and approving projects to support the sustainability of services and the borough as a whole and to help the Council to improve and sustain service performance. Sustainability impacts will then be considered for individual initiatives referenced by the relevant service area.

10.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

The draft Council Vision and Priorities 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 Vision and Priorities will assist in prioritising budget decisions and enable clear priorities to be set for services.

11.0 RISK ASSESSMENT

11.1 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.

12.0 HEALTH AND WELLBEING IMPLICATIONS

12.1 The proposed Council Priorities support health and wellbeing within West Lancashire.

The following refers to the draft Council Plan used for consultation and may therefore be subject to change if the draft Council Vision and Priorities are adopted.

Priority	Health and Wellbeing Themes
Nurture inclusive and healthy communities	Promote good health and wellbeing and enable people to flourish
	Prevent and tackle the causes of ill health
	Empower people in vulnerable, deprived and disadvantaged communities to realise their full health potential
	Develop and support effective and high quality health and wellbeing services
Encourage and enable all people to take a role in identifying and addressing barriers to improve health and wellbeing	
Nurture inclusive and healthy communities	Increase people's independence throughout their life course and ability to lead full active lives.
Generate prosperity in our borough	

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 E to this report, the results of which have been taken into account in the Recommendations contained within this report

Appendices

- A. Draft Council Vision and Priorities 2023-2028
- B. Draft Council Plan Consultation Results
- C. Draft Council Vision and Priorities (tracked changes)
- D. Draft Delivery Plan (previously provided for June Cabinet)
- E. Equality Impact Assessment

APPENIDIX A: DRAFT COUNCIL VISION AND PRIORITIES 2023-2028

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

Priority	Area of Focus
Create a clean and environmentally sustainable borough	Build resilience to climate change and reduce our carbon footprint
	Reduce waste production and increase reuse and recycling
	Enhance and improve a safe, built environment
	Preserve the natural environment, biodiversity and landscape
Generate prosperity in our borough	Attract investment, support businesses and direct wealth into the local economy
	Provide opportunities for regeneration, housing and economic business growth
	Identify the housing needs of the borough and work with partners to address them
	Attract high quality job opportunities and support people into employment and training
Foster inclusive and healthy communities	Reduce health and wellbeing inequalities
	Design services around residents and communities
	Provide safe, quality and affordable homes as a social landlord
Manage a resilient, financially strong Council	Maintain a balanced budget and transparent decision-making
	Continue to improve our services and deliver value for money
	Attract, retain and develop an engaged, skilled and motivated workforce

Draft 'Council Plan' 2023-2028



CONSULTATION RESULTS

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1.0 INTRODUCTION

The Council developed a new Council Plan for the period 2023-2028 since the current plan was coming to an end. The draft Council Plan 2023-2028 outlined the strategic ambitions of the Council, what we want to prioritise and improve, and where we can directly make an impact or influence significant changes and improvements across the Borough. The new priorities aim to ensure we can continue to deliver the best outcomes for West Lancashire by working with our communities and partner organisations over the next five years.

The Council's current 'Vision' agreed in October 2020 has been retained since any vision is intended to provide a long-term aspiration for an organisation. The survey therefore focused on seeking opinion on the top level priorities and areas of focus, given that services and activity to deliver the strategy are agreed through other existing processes through elected Members and within the Council.

2.0 METHODOLOGY

The consultation was held 29 June to 10 August principally via an on-line survey on the Council's consultation platform, Your Voice. Promotion through the platform was made to directly registered subscribers as well as introduction, reminder and final reminder emails to a stakeholder list (including LCC, West Lancs CVS, Citizens Advice, other local partners and), Councillors, Parish Councils and staff.

Once a user completes a survey, Your Voice software prompts the user to share and promote the survey through other networks that they have access to e.g Twitter, Facebook groups. This should help the Council promote its consultations within community groups that the user is active in, particularly for Councillors and staff.

Appendix B

The consultation was promoted through:

- Your Voice registered users
- Direct mail to Councillors, Parish Councils, stakeholders and staff
- Social media
- Press Release
- Council landing page and Feedback page
- Member Update article
- Community Brief article
- Business Engagement Newsletter
- Staff 'Team West Lancs' newsletter
- Staff 'Let's Connect' briefings
- Paper copies at CSPs and Robert Hodge centre
- Advertising at libraries
- Advertising enclosed in Benefits contact letters
- Advertising in sheltered schemes (digital screens / poster)
- Stands in Ormskirk and Concourse
- Promotion through partner's social media (CVS)
- Request for officers to raise as AOB at partnership meetings
- Request to promote/make available at other Council community engagement events (e.g Beacon consultation)

Since the previous consultation on council priorities in 2020 we have lost the local Champion newspaper as a source of promotion.

Principally this is an online survey in line with the Council's digital first approach to service delivery. This removes stationery and postage costs and the keying in of data. However, we are aware that not all citizens are able to, or wish to, engage via digital methods. Paper surveys were therefore available at CSPs, at advertised stands, or on request.

3.0 RESPONSE RATE

The following table shows the response rate to the survey.

Number of surveys	
Residents	243
Councillors	10
Stakeholders	15
Staff	43
Prefer not to say	14
Total	325

Any comments submitted via email have been considered as part of the review of feedback themes but cannot be used in the overall consultation figures as they are not replying to specific questions or giving consent.

4.0 RESULTS OVERVIEW

The survey scoring strongly supports the draft priorities and areas of focus in the consultation.

Throughout the survey the opportunity was given to make comments if respondents had answered 'disagree' or 'strongly disagree' to the questions. In addition, all respondents were asked for any other comments about the priorities and areas of focus. This feedback has been considered and used to shape the draft to assist with clarity and strengthen the final proposed Priorities and Areas of Focus.

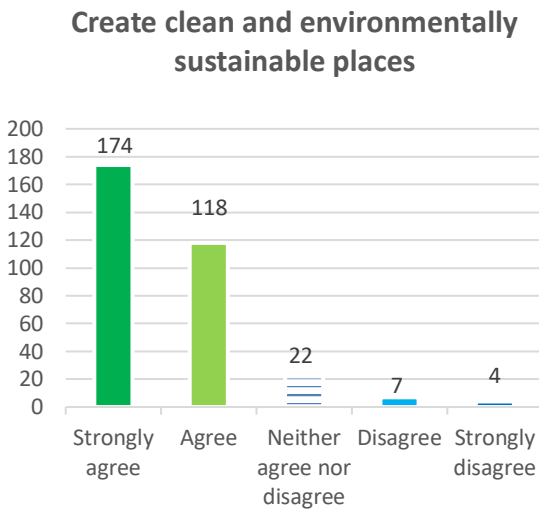
Appendix B

As well as comments on the priorities and areas of focus, the survey generated feedback that, although outside the scope of the survey, was still relevant for WLBC as a whole. These will be considered if more relevant for the development of the delivery framework for the priorities and/or be shared with the respective service areas as appropriate.

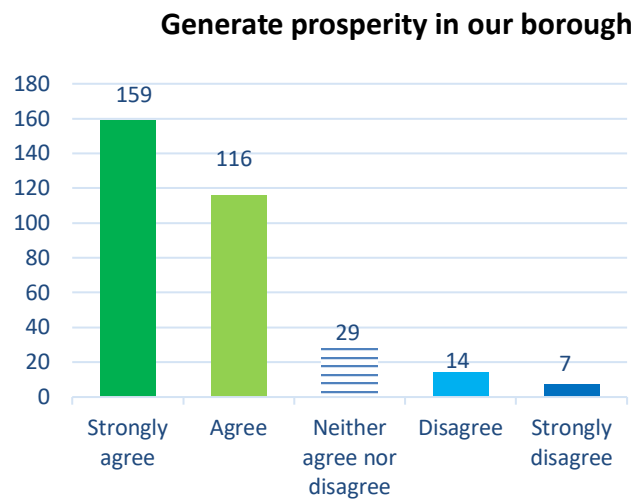
We encourage customers and stakeholders to provide comments and feedback on our services at any time (in line with our Feedback Policy) as they can help us improve services.

4.1 Survey Results – Four Priorities

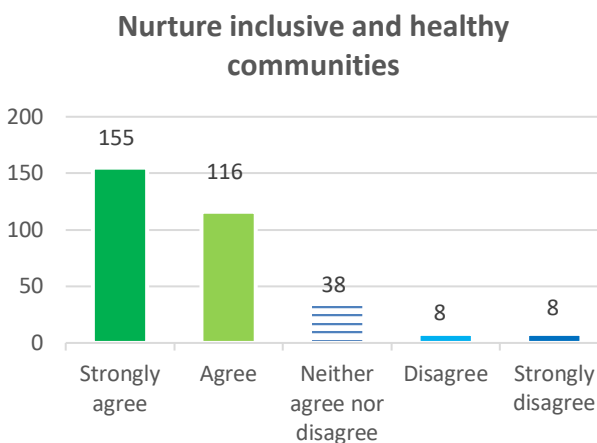
To what extent do you agree or disagree that our four priorities below are focused on the right themes?



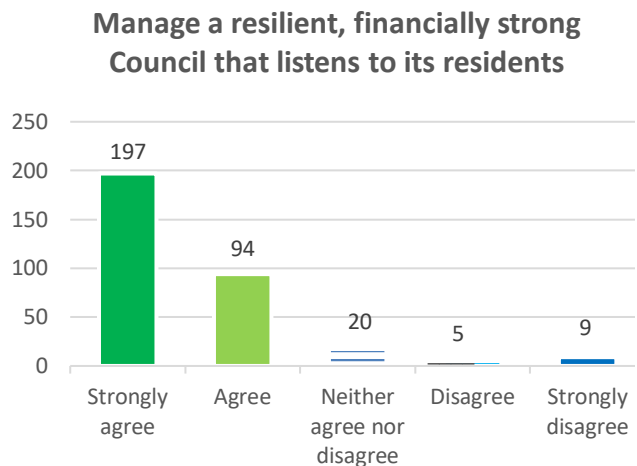
90% responded that they agree or strongly agree with the priority.



85% responded that they agree or strongly agree with the priority.



83% responded that they agree or strongly agree with the priority.



90% responded that they agree or strongly agree with the priority.

There is majority agreement of the four priorities. Feedback and further review has however suggested minor changes largely for clarity as indicated in Appendix C of the report.

Appendix B

4.2 Survey Results - Create clean and environmentally sustainable places

Within this priority, to what extent do you agree or disagree that we should target our resources on these areas of focus?

- Reduce our carbon footprint
 - Reduce waste production and increase reuse and recycling
 - Preserve and enhance our natural and built environment
 - Enhance the natural landscape, biodiversity and green environment
-
- **87%** agreed or strongly agreed
 - 7% disagreed or strongly disagreed
 - 7% neither agreed nor disagreed

NB: numbers may not add to 100 due to rounding

There is majority agreement with the priority areas of focus. Feedback was used in suggested changes as indicated in Appendix C of the report.

4.3 Survey Results - Generate prosperity in our borough

Within this priority, to what extent do you agree or disagree that we should target our resources on these areas of focus?

- Support regeneration that creates sustainable growth
 - Provide opportunities for housing and economic business growth
 - Attract investment, support businesses and direct wealth into the local economy
 - Attract high quality skills, careers and job opportunities locally
 - Support people to achieve their full potential through employment & training
-
- **79%** agreed or strongly agreed
 - 13% disagreed or strongly disagreed
 - 7% neither agreed nor disagreed

NB: numbers may not add to 100 due to rounding

There is majority agreement with the priority areas of focus. Feedback was used in suggested changes as indicated in Appendix C of the report.

4.4 Survey Results - Nurture inclusive and healthy communities

Within this priority, to what extent do you agree or disagree that we should target our resources on these areas of focus?

- Work with partners to improve health and wellbeing
 - Design services around people and place
 - Working through partnerships to create better outcomes for our citizens
 - Provide safe, quality and affordable homes
-
- **79%** agreed or strongly agreed
 - 10% disagreed or strongly disagreed
 - 10% neither agreed nor disagreed

NB: numbers may not add to 100 due to rounding

There is majority agreement with the priority areas of focus. Feedback was used in suggested changes as indicated in Appendix C of the report.

4.5 Survey Results - Manage a resilient, financially strong Council that listens to its residents

Within this priority, to what extent do you agree or disagree that we should target our resources on these areas of focus

- Maintain financial sustainability and strong council management
 - Continually improve and deliver value for money
 - Attract and retain an engaged, skilled and motivated workforce
 - Deliver great services shaped by insight and data
-
- **86%** agreed or strongly agreed
 - 7% disagreed or strongly disagreed
 - 8% neither agreed nor disagreed

NB: numbers may not add to 100 due to rounding

There is majority agreement with the priority areas of focus. Feedback was used in suggested changes as indicated in Appendix C of the report.

4.6 Survey Results - Overall, do you agree or disagree that our Council Plan 2023-2028 clearly outlines our strategic priorities and will be able to direct positive changes for the borough?

- **63%** agreed or strongly agreed
- 15% disagreed or strongly disagreed
- 22% neither agreed nor disagreed

NB: numbers may not add to 100 due to rounding

There is a majority agreement with the statement although this was the lowest positive response within the survey.

4.7 Survey Response - If you have any other comments about the priorities and areas of focus within the proposed Council Plan 2023-2028 please provide them

Many of the comments were outside the scope of the survey itself, however still relevant for WLBC as a whole. These will be considered if more relevant for the development of the delivery framework for the priorities and/or be shared with the respective service areas as appropriate.

4.8 All Survey Comments

The question scores and survey responses were considered for use in shaping the final priorities and areas of focus. Changes made to the proposed final draft for approval are highlighted in the Council report for Members at Appendix C.

The survey generated comments covering a wide variety of points which were reviewed for shaping the final draft. Below are the key bulk themes that emerged.

Comments which were outside the scope of the survey itself but still relevant for WLBC as a whole will be considered if more relevant for the development of the delivery framework for the priorities and/or be shared with the respective service areas as appropriate.

Key themes	Action
There was no information about how the work to deliver the priorities would be funded	Revised Council priorities will be aligned to our available finances through our service planning processes. This ensures that finite resource is allocated where needed. The new priorities will not in themselves result in new budget requirement but rather realignment of our existing resource. The Council is externally scrutinised on its achievement of value for money obtained through the money it spends.
The consultation content was only high level ; there was no action plan; accountability	The consultation focused on seeking opinion on the top level priorities and areas of focus, given that services and activity to deliver the strategy are agreed through other existing processes through elected Members and within the Council. The proposed renaming of the final draft as Council Vision and Priorities (rather than as currently the Council Plan) makes this clearer. A draft action plan that aligns agreed activity was provided to Members in June and as Appendix D of the full Council report. This gives an indication of how the Council would achieve the draft priorities, however, it is not possible to consult on this content given that further refining including with targets and timescales cannot be completed until the high level priorities and areas of focus are approved. This delivery plan development will include consideration of the feedback from the consultation. The delivery plan will then be monitored through Committee.
Views on potential activity to deliver the priorities	These will be considered if in scope as part of the delivery framework development once the final priorities are approved and/or be shared with the respective service areas as appropriate.
Concerns around new housing / growth and impacts – e.g. infrastructure, greenbelt/greenspaces Priorities conflict with each other	The proposed renaming of the final draft as Council Vision and Priorities (rather than as currently the Council Plan) makes the distinction between the Council Priorities and the Local Plan clearer. A number of comments were received about Planning. In summary, the comments related to: the amount and location of housing and employment land; the need to protect and improve social infrastructure such as schools and GP facilities, and green and blue spaces such as parks and rivers; the historic environment; transport and the climate. These are matters best considered through the Local Plan which is currently under development. The Council consults

Appendix B

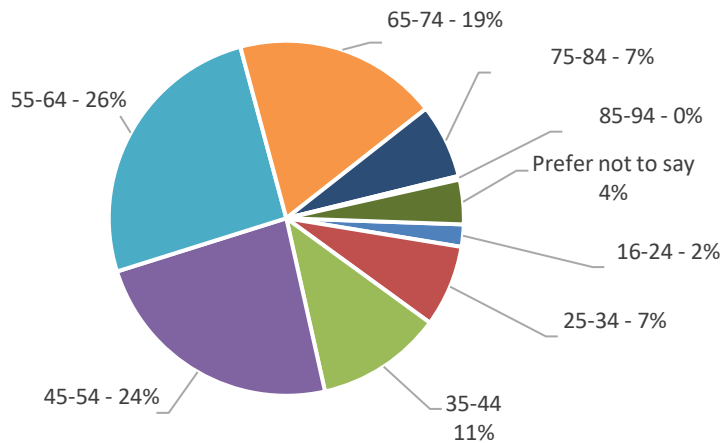
	the public and other stakeholders during the course of developing the Local Plan and any comments made to the Local Plan consultation must be taken into account in the preparation of the Local Plan.
Comments on individual service provision	Provided to the services as service feedback
Specific text/wording comments	Considered for shaping the final draft priorities and areas of focus

APPENDIX 1 DEMOGRAPHIC PROFILE OF RESPONSES

The following provides the profile for the respondents to the survey. The purpose of this is for consideration in targeting future consultation promotion work.

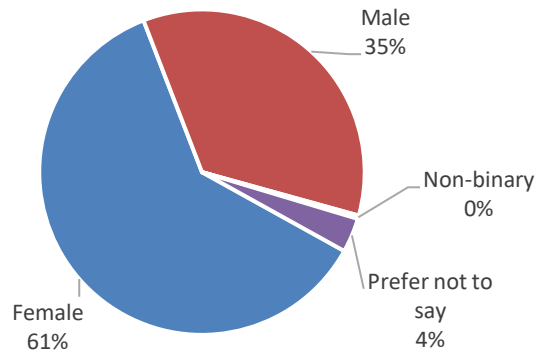
Age

In which of the following age ranges are you?



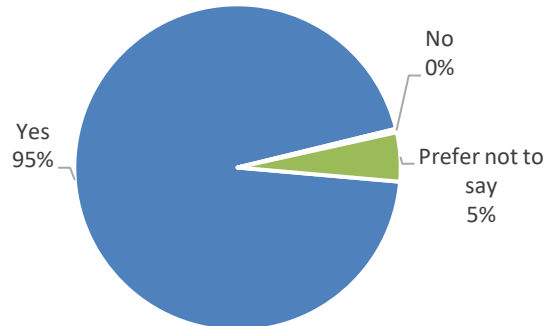
Gender

What is your gender?



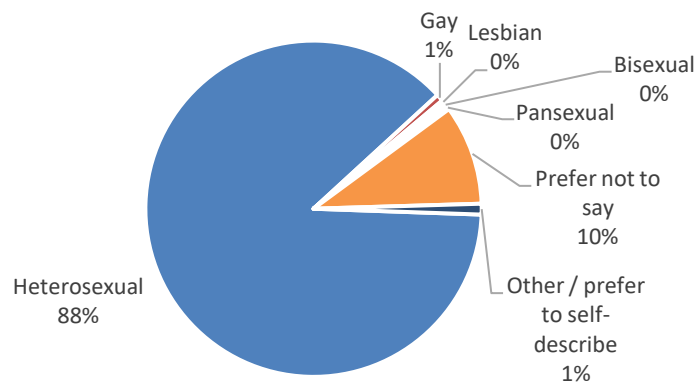
Gender identity

Is the gender you identify with the same as your gender registered at birth?



Sexual orientation

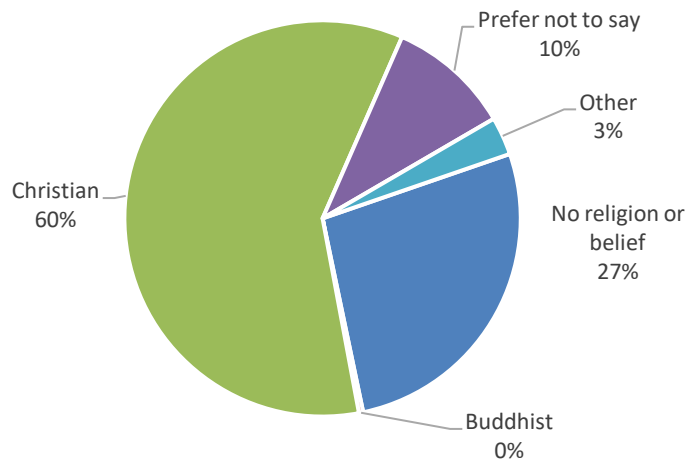
What is your sexual orientation?



Appendix B

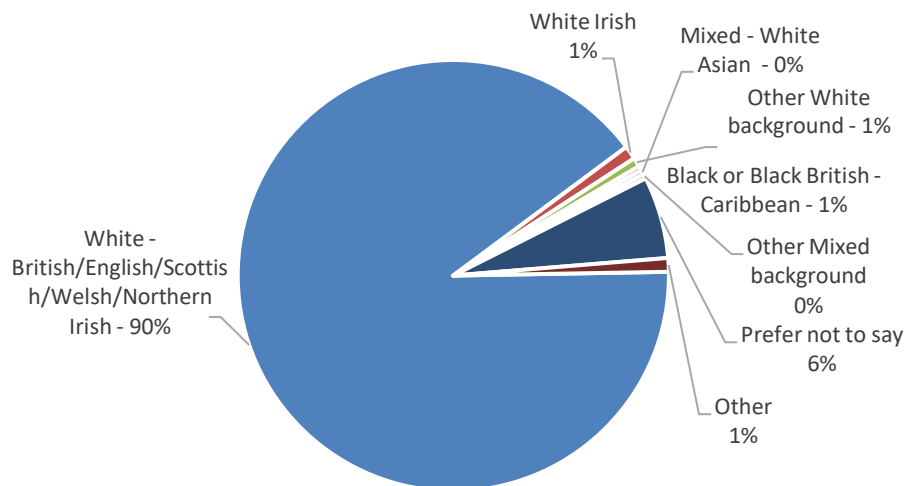
Religion

What is your religion?



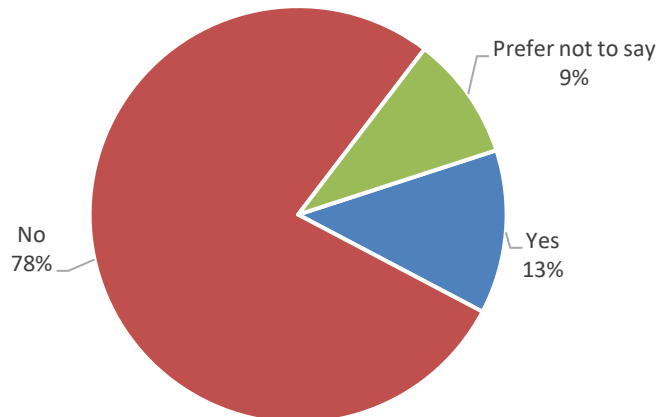
Ethnic Group

What is your ethnicity? Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. To which of these groups do you consider you belong?



Disability

Do you have a disability as defined by the Equality Act?



NB: numbers may not add to 100 due to rounding

Further profiling/investigation work would need to be done to understand how future consultations can encourage more representative returns reflective of the profile of the borough.

APPENIDIX C: DRAFT COUNCIL ~~PLAN~~ VISION AND PRIORITIES 2023-2028 (tracked changes)

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

Priority	Area of Focus
Create <u>a</u> clean and environmentally sustainable <u>borough</u> places	<u>Build resilience to climate change and</u> reduce our carbon footprint
	Reduce waste production and increase reuse and recycling
	Preserve and Enhance <u>and improve a safe,</u> our natural and built environment
	Enhance <u>Preserve</u> the natural <u>environment, biodiversity and</u> landscape biodiversity and green environment
Generate prosperity in our borough	Attract investment, support businesses and direct wealth into the local economy (<i>moved position in list</i>)
	Provide opportunities for <u>regeneration,</u> housing and economic business growth
	Support regeneration that creates sustainable growth <u>Identify the housing needs of the borough and work with partners to address them</u>
	Attract high quality skills, careers and job opportunities locally and support people into employment and training
	Support people to achieve their full potential through employment and training
Nurture <u>Foster</u> inclusive and healthy communities	Work with partners to <u>Reduce</u> health and wellbeing <u>inequalities</u> and improve health and wellbeing
	Design services around <u>residents and communities</u> people and place
	Working through partnerships to create better outcomes for our citizens
	Provide safe, quality and affordable homes <u>as a social landlord</u>
Manage a resilient, financially strong Council that listens to its residents	Maintain <u>a balanced budget and transparent decision-making</u> financial sustainability and strong council management
	Continually <u>Continue to</u> improve <u>our services</u> and deliver value for money
	Attract, retain <u>and develop</u> an engaged, skilled and motivated workforce
	Deliver great services shaped by insight and data

APPENIDIX D – DRAFT DELIVERY PLAN

The following draft Plan was presented at June Cabinet. Should the draft Council Vision and Priorities 2023-2028 at Appendix A be approved and adopted the following framework will be subject to further development and revisions to support the new priorities and delivery as outlined in sections 8.2 and 8.3 of the covering report.

Create clean and environmentally sustainable places

Area of Focus	Key draft activities to deliver this difference
Reduce our Carbon Footprint	Increase electric vehicle charging points in the borough
	Explore the potential of developing a community led energy company
	Facilitate green employment opportunities within West Lancashire
	Develop the carbon management programme
	Stipulate green build through Local Plan development
	Review our approach to printing - reduce paper systems and processes through digital transformation
	All Council homes to achieve Energy Performance Certificate 'C' rating by 2030
	Deliver our Climate Change Strategy 2022-2030
	Include low carbon design as part of the new leisure centres
Reduce waste production and increase reuse and recycling	Embed 'green' environmental considerations in our procurement process
	Develop a new recycling offer for residents and businesses
Preserve and enhance our natural and built environment	Explore supporting the creation of Pop-Up Shops for recycled & reusable goods (Community/VCSE delivered)
	Review our approach to commercial estate and clean environment
	Increase community involvement for maintaining a cleaner borough
	Introduce Cycle Schemes as part of the leisure insourcing - an outreach programming opportunity
Enhance the natural landscape, biodiversity and green environment	Improve our housing stock in the next 5 years through the investment plan
	Develop a new vision for Beacon Country Park in consultation with citizens
	Create more natural habitats within our green spaces through the rewilding of natural areas
	Seek inward investment for biodiversity projects
	Become a 'Sustainable Food Place' - take a holistic and systems approach to sustainable and healthy food
	Increase the number of allotment plots within the borough
Increase community participation in manging greenspaces	
Develop and implement a tree management strategy for West Lancashire	

Generate prosperity in our borough

Area of Focus	Key draft activities to deliver this difference
Support regeneration that creates sustainable growth	<ul style="list-style-type: none"> Deliver Skelmersdale Town Centre phase 2 Review Ormskirk market operations
Provide opportunities for housing and economic business growth	<ul style="list-style-type: none"> Develop a new Council housing business plan to support housing growth and investment Develop a new business plan to support investment in our commercial properties Encourage the growth of business start-ups across the borough through support from partners Progress the Local Plan 2023-2040 for adoption at full council Develop new homes for shared ownership and rent to buy Explore the potential of developing new business units to support local businesses
Attract investment, support businesses and direct wealth into the local economy	<ul style="list-style-type: none"> Develop a calendar of events for the borough Relaunch Ambassador Programme and Skelmersdale Place Board Develop ethical local procurement spend in West Lancashire Approve new Economic Development Strategy for the borough Deliver the new Community Wealth Building Strategy
Attract high quality skills, careers and job opportunities locally	<ul style="list-style-type: none"> Develop commercial opportunities linked to our future housing developments Skelmersdale/Ormskirk and Burscough Master planning
Support people to achieve their full potential through employment & training	<ul style="list-style-type: none"> Deliver training & support to help people into employment Develop apprenticeship and graduate schemes for the Council through partnership with higher education organisations

Nurture inclusive and healthy communities to grow

Area of Focus	Key draft activities to deliver this difference
Work with partners to improve health and wellbeing	Develop Health and Wellbeing Action Plan linked to other local priorities
	Chair the new West Lancashire Health & Wellbeing Partnership and collaboratively deliver the strategic direction
	Establish a network of Workplace Health Champions in West Lancashire businesses
	Deliver the authority's new domestic abuse duties
	Renew the Homelessness Strategy
	Support the delivery of Holiday/Hunger Campaigns (Food Insecurity Action Plan) tackling key local priorities
	Support the valuable work of our local foodbanks
	Increase Dementia Friendly facilities
	Establish a participatory budgeting exercise to tackle social isolation and loneliness in Northern Parishes
	Support introduction of Family Network Hubs
Design services around people and place	Establish face to face service to help alleviate digital exclusion
	Design and develop neighbourhood model (neighbourhood plans) addressing local needs and wider determinants of health and making a positive difference to lifestyles, homes and our communities
	Establish multi-disciplinary neighbourhood teams
	Refresh our website
	Codesign our services with partners and residents
	Target investment in housing stock based on tenant feedback and engagement
Working through partnerships to create better outcomes for our citizens	Use the UK Shared Prosperity Fund to empower communities, businesses and people to identify and build on their own strengths and needs at a local level building pride in place and life expectancy
	Deliver training, skills and employment support to improve employability for our most vulnerable
	Deliver More Positive Together
	Develop the West Lancashire Customer Engagement Strategy
	Establish West Lancashire Annual Vision Conference for partners and leaders of all sectors
	Establish West Lancashire Pride/Neighbourhood Weekender (funded through contributions)
	Host and Coordinate PIVOT - Multi agency team around vulnerable adults
Provide safe, quality and affordable homes	Implement our Damp Strategy
	Deliver Housing Standards in accordance with Housing Regulations
	Ensure compliance across all housing stock
	Deliver Housing Investment Programme based on outcome of the Stock Condition Survey
	Deliver Digmoor Regeneration Plan

Manage a resilient, financially strong Council that listens to its residents

Area of Focus	Key draft activities to deliver this difference
Maintain financial sustainability and strong council management	Explore the potential of developing a Solar Farm for financial return
	Attract investment into the borough for Council Projects
	Undertake reviews of car parking
	Implement changed governance structure for managing council decisions
	Develop and implement income generating activities
Continually improve and deliver value for money	Refresh our Value for Money Strategy
	Design, approve and implement the Council's Procurement Strategy/Policy
	Implement Accommodation Strategy
	Deliver front line staff digitalisation transformation e.g. mobile devices for field workers
Attract and retain an engaged, skilled and motivate workforce	Review & enhance our Organisational Development Strategy (People Strategy)
	Review and roll out mandatory training programme through the Councils new E-Learning system
	Revitalise and relaunch Wellbeing Workforce Group
Deliver great services shaped by insight and data	Develop new ways to seek feedback from our customers
	Use customer feedback to improve and shape our services

Equality Impact Assessment Form



Directorate: Transformation, Housing & Resources	Service: Business Transformation and Change
Completed by: Alison Grimes	Date: 15 August 2023
Subject Title: Council Vision & Priorities 2023 - 2028	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
<p>Details of the matter under consideration: The assessment is for the draft Council Vision & Priorities 2023-2028.</p> <p>The Council's vision, priorities and areas of focus are the overarching strategy for the Council. Well-defined priorities will be used when shaping future budget decisions and during service planning. Actions that align to the priorities may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations.</p> <p>The draft Vision and Priorities has been developed following phases of review of the existing Council Plan 2020-2023, initial targeted consultation with Councillors, key stakeholders and staff, a councillor workshop and then public consultation.</p>	
<p><i>If you answered Yes to any of the above go straight to Section 3</i> <i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	
<p>If Yes, provide details of how this impacts on service users, staff or Councillors (stakeholders):</p> <p><i>If you answered Yes go to Section 3</i></p>	
<p>If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups:</p> <p><i>You do not need to complete the rest of this form.</i></p>	

3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	<p>Delivery of the vision, priorities and areas of focus will be through a broad range of actions. Specifying priorities assists with managing resources. Outcomes and outputs will impact on a variety of customers, service users, communities, Councillors and employees depending on the action. The Vision and Priorities itself does not provide specific outline of activity. Given the wide range of priorities and areas of focus, there is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group across the whole of the plan. The Priorities directly or indirectly impacts on all Council services and therefore all who work for the Council, those who use Council services or engage with the Council.</p> <p>Any specific actions aligned to achieving the priorities and that may impact upon equality groups should be subject to an individual EIA by the relevant service.</p>
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	<p>As above.</p> <p>The current wide-range of areas of focus included in the priorities across many service areas means that there is unlikely to be 'most relevant' protected characteristics affected, or any particular group affected more than others. This may change with content in the lifetime of the Vision and Priorities 2023-2028.</p>
Which of the protected characteristics are most relevant to the work being carried out? Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity	No No No No No No No No No
4. DATA ANALYSIS	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	The Vision and Priorities apply borough-wide and beyond and will include work with partners. Given the strategic nature of the Vision and Priorities and the wide range of areas of focus included, the resulting work will therefore impact on a broad range of service users and stakeholders in different ways.
What will the impact of the work being carried out be on usage/the stakeholders?	By having a clear statement of priorities, attention and resources can be effectively focussed on achieving them. The overall impact should be positive since the priorities aim for improvements for the borough. Negative impact will be mitigated through individual EIAs conducted by the relevant service.
What are people's views about the	A draft Council Plan was developed through a review of

Appendix E

<p>services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?</p>	<p>the existing Council Plan, available insight from various sources including the Citizen/Stakeholder Survey, and a targeted survey of Councillors, key stakeholders and staff during November-December 2022 for feedback on the Council Plan 2020-2023. Emerging themes were then discussed through a cross-party Councillor workshop in March 2023. This was then used to develop a draft Plan for consultation from 29 June-10 August. Consultation feedback was then used to shape a final draft, which included entitling it Council Vision and Priorities 2023-2028.</p>
<p>What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?</p>	<p>As above. Individual projects to support delivery of the priorities that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate. The final proposed Priorities and Areas of Focus have been refined following consultation feedback.</p>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	<p>A public consultation was held during summer 2023 to help assess whether the draft Plan proposed the right areas of focus for our priorities and where to direct our resources. A delivery framework of specific actions and measures will then be developed and used to achieve the priorities and areas of focus. The delivery framework content will be agreed through existing Council processes, and subject to regular review.</p>
<p>5. IMPACT OF DECISIONS</p>	
<p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p>	<p>Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The Vision and Priorities will be publicised on the website and can be provided in alternative formats on request. Impacts of changes resulting from individual aligned actions will be dealt with by the relevant service.</p>
<p>6. CONSIDERING THE IMPACT</p>	
<p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).</p>	<p>Any initiatives to support the priorities that may impact upon equality groups should be subject to an individual EIA conducted by the relevant service.</p>
<p>What actions do you plan to take to address any other issues above?</p>	<p>The effectiveness and impact of Council priorities are assessed through responses to the annual Citizen/Stakeholder Survey.</p>
<p>7. MONITORING AND REVIEWING</p>	
<p>When will this assessment be reviewed and who will review it?</p>	<p>The assessment will be reviewed as part of the annual refresh process. This will include review by the senior management team.</p>