



**Council Plan
2017-18**

Version 20.02.17

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Introduction

Leader of the Council's Comment

We are ambitious for West Lancashire. Our vision for the borough establishes a clear set of priorities and key projects for making a positive impact. Our priorities have breadth, considering economic, environmental and social factors. They are also realistic given that they recognise the essential expertise and input from both public and private sector partners for their successful delivery. Positive outcomes will be achieved most efficiently by working in partnership towards shared objectives in a leading or supporting role.

In providing a focus for the authority we are able to effectively target resources. This is becoming ever more critical given the unprecedented changes to local government finance. Phasing out of grants and increasing reliance on local funding sources has put financial pressures on council services as never before. To maintain and improve performance in some priority areas, a range of new ways of working and options for income must come from our innovative and commercially-minded approach to services. The preliminary work around options for a Development Company and partnership work to improve the Tawd Valley Park are two examples of this. We need sufficient scope to enable us to structure operations and provide sustainable essential services that meet modern demands whilst limiting service reductions.

Significant challenges lie ahead such as lobbying hard for a sustainable solution, at no cost to Council taxpayers, in Alt Crossens, continuing to manage the changes to the Housing Revenue Account, and keeping abreast of the proposals for business rates reform and the impact of Britain's exit of the EU on local government. We see great opportunities for the borough, since we are well-placed to take

advantage of the exciting developments of the Northern Powerhouse and Liverpool Superport. By working in particular with businesses, Lancashire councils, the Lancashire Local Enterprise Partnership and also with other neighbouring authorities in the Liverpool and Manchester City Regions, we will continue to deliver economic growth for the borough and ensure that we continue to perform well against comparator areas.

West Lancashire has much to celebrate and we are optimistic and ambitious for the future. We will continue to listen to communities and stakeholders' views and maximise the opportunities for people to engage with us, for example by ensuring that engagement routes for our tenants remain appropriate and extending our use of social media and digital technology. Our priorities are relevant to the whole of the borough and we aim to get results and make a difference for all – our businesses, our places and our people.



Councillor Ian Moran
Leader of West Lancashire Borough Council

Chief Executive's View

We have made good progress during 2016/17 on our priority projects and will continue to build on this throughout 2017/18. The senior management team continues to provide the impetus to drive forward the Council's top priorities: Ambitious for our Economy, our Environment and for Health and Wellbeing. It will continue to underpin delivery of our major strategies and plans including the Economic Development Strategy, Ormskirk Town Centre Strategy, Health and Wellbeing Strategy, Local Plan, Skelmersdale Vision, Housing Business Plan and Digital by Preference initiative whilst supporting development of new areas of work for example in Tawd Valley and Well Skelmersdale.

Balancing the budget remains a chief consideration. The government has indicated that it will no longer provide revenue support grant by 2020, and that Councils will need to raise all their income locally and become financially self-sustaining. Our Policy Options approach continues to be critical going forward. Guided by our corporate vision and priorities, further options will need to be developed to create additional income, make efficiency improvements and reshape services. We will then invite the public to consider and comment on the implications. Members then have the opportunity to take public, partners' and staff views into consideration when making what will be increasingly difficult decisions.

We continue to look outside the authority for opportunities to work with others on service delivery. Strategically we have been very much involved in the Lancashire Combined Authority in its transitional 'shadow' form, whilst continuing to play an active role as an Associate member in the Liverpool City Region Combined Authority, therefore ensuring that West Lancashire is fully engaged with these regional developments.

As Chief Executive, my focus remains on providing strategic and corporate senior management leadership to staff within the Council, working with the Directors and staff, Councillors and partners to deliver the Council's vision and objectives.

Our joined up 'One Council' culture will continue to be central to this, as will the involvement and development of staff – our key resource. I look forward to working with Members, staff and partners to deliver this plan over the next year.



Kim Webber
Chief Executive

Financial Position

*[**Text from the Borough Treasurer to follow after Local Government Finance Settlement is published/analysed.**]*

(est mid March)

Organisational Overview

West Lancashire is served by a Borough Council, County Council, 20 Parish Councils and one Parish Meeting. As a Borough Council, working in partnership with these organisations as well as the police, fire service, NHS, businesses, schools, colleges, university and other stakeholders is vital for delivering lasting improvements for the benefit of the borough.

The Borough Council provides services for around 112,740 people or 48,900 households (including around 6,058 council homes) as well as businesses and organisations. Services are delivered by around 465 full time equivalent staff (not including employees managed through our secondment agreement with Lancashire County Council/BT Lancashire Services).

As well as focusing on service delivery, we aim to improve how efficiently we function as an organisation. We will therefore continue with our Policy Options process to examine opportunities for efficiencies, savings and income generation.

The organisation's success depends on our staff. We are committed to ensuring that staffing levels are appropriate for delivering services, and that the workforce is equipped to meet our commitments to the community and wider stakeholders, whilst fulfilling their own potential. We will continue to develop the Leadership and Development programme for managers including via the implementation of a new e-learning system which will complement our existing training methods.

The Human Resources Strategy and Workforce Plan demonstrate the Council's commitment to aligning its workforce planning with corporate and financial planning cycles for greatest efficiency.

Council policy is determined by Councillors, with advice from officers. The Cabinet is the Executive Councillor body for the Council. The Cabinet and senior management structures and responsibilities are provided overleaf.

MEMBERS OF THE CABINET WITH PORTFOLIOS



Leader of the Council
Councillor Ian Moran

Chairman of the Cabinet; community leadership; partnership working including One West Lancs; major policy issues not specified within other portfolios; matters of urgency; liaison for management issues. Liaison for: LGA; DCN; other Lancashire & neighbouring authorities; Parish Councils; town twinning; Lancashire & Liverpool LEAs; Marketing Lancashire. Economic Regeneration: town centre developments; external funding & inward investment; borough marketing; business grants & training advice; corporate & commercial property portfolio; asset management; valuation advice; rating appeals. Legal & democratic services: corporate procurement; Freedom of Information. Transformation: service design; customer relations; consultation & community engagement; press/media; Corporate planning & performance; ICT and revenues & benefits services, including LCC/BTLS contract.



Deputy Leader and Portfolio Holder for Leisure and Human Resources
Councillor Yvonne Gagen

Properties held and the services delivered for sports development, swimming pools, sports centres, arts development, the Chapel Gallery, playgrounds and community centres. Leisure Trust Partnership. Countryside service; golf course, formal parks, open spaces, rights of way, environmental improvements. Outdoor recreation; facilities and services in partnership to develop local communities. Children's services; Voluntary sector grants. Human Resources; equalities.



Portfolio Holder for Planning
Councillor John Hodson

Planning policy; Local Development Framework; development control, building control & enforcement; conservation of built & natural environment; arboricultural & landscape services. Council-owned unadopted footways, highways & grit bins; liaison with utility companies/Highway Authority for highway works & transport issues; off-street public car parking & enforcement; Ormskirk market & bus station; land drainage & coastal engineering; 'green' & sustainability issues.



Portfolio Holder for Housing and Landlord Services
Councillor Jennifer Patterson

Public sector housing: repairs & maintenance; housing allocations; tenancy management; rent & money advice; sheltered housing; tenant empowerment/participation. Housing strategy; housing advice service; Supporting People Initiative. Links with social services, health providers and regulatory bodies. Housing finance including self-financing business plan.



Portfolio Holder for Health and Community Safety
Councillor Kevin Wright

Commercial Safety: health promotion, health & safety and food safety. Public Protection and Licensing: licensing for taxis, public entertainment/alcohol, charities etc; pest control and animal welfare. Environmental Protection: environmental monitoring & sampling; public health; pollution control; nuisance complaints; foul drainage & private sewers; flytipping; dog control; unsanitary premises; disposal of the dead; emergency planning/business continuity. Private Sector Housing: renovation & disabled facilities grants; home energy efficiency; Home Care Link; homelessness; unfit homes. Community safety. Social cohesion.



Portfolio Holder for Older People
Councillor Terry Aldridge

Older People's Champion encouraging and supporting active, independent and healthy lives. Raising the profile of and needs of older people; involving older people in the development of relevant council policies and service design; promoting positive images of older people as citizens; liaison with older peoples' networks and organisations.



Portfolio Holder for Street Scene
Councillor Kevin Wilkie

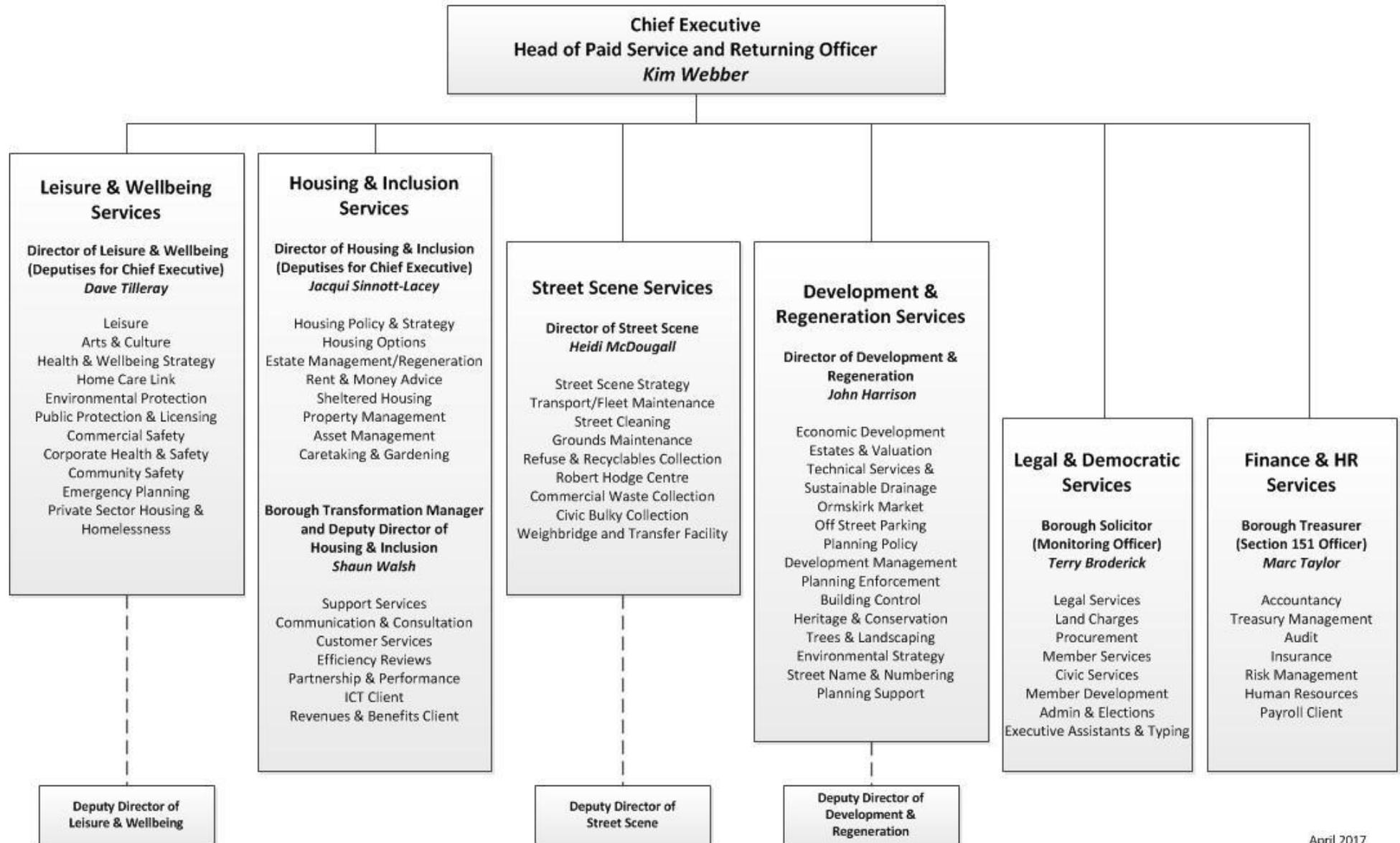
Transport: fleet/ garage/depot facilities; street cleansing; grounds maintenance; stores. Waste disposal & recycling duties as a waste collection authority; waste management, including through partnership; domestic & trade refuse; green waste & recyclables collection; farm round.



Portfolio Holder for Finance
Councillor Chris Wynn

Accounting services; capital and revenue estimates and budgeting; performance against budget; annual statement of accounts; treasury management; internal audit; risk management & insurance; data quality; value for money.

SENIOR OFFICER MANAGEMENT STRUCTURE



Summary plan and projects 2017-18

Vision: To be a Council which is ambitious for West Lancashire

- Values:**
- Enterprising – being innovative and creative, delivering lasting improvements
 - Inclusive – working in partnership to benefit West Lancashire, and being open and involving in the way decisions are made
 - Equality – promoting equality and reducing inequality
 - One Council – adopting a co-ordinated approach
 - Caring – valuing and developing employees

Priorities & Key Projects:

Ambitious for our Economy

Retain and grow jobs, increase skills levels and encourage business and wealth

- Skelmersdale Vision
- Land Auction
- Economic Development Strategy & Delivery
- Ormskirk Town Centre Strategy & Delivery
- Partnership working for infrastructure delivery identified in West Lancashire Highways and Transport Masterplan
- Combined Authority for Lancashire
- Engagement with Liverpool City Region
- Branding of Skelmersdale & Ormskirk
- Local Plan Review

Ambitious for our Environment

Enhance the built and physical environment, and its cleanliness

- Key site developments
- Estates Revival - Beechtrees
- Housing New Build Programme
- Private Sector Housing Strategy
- Development Company – Options Appraisal
- Street Scene Priority Projects
- Street Scene Strategy Development
- Community Safety Partnership Initiatives
- Tawd Valley Improvements
- Car Park Management & Enforcement Review

Ambitious for Health and Wellbeing

Improve the health and wellbeing of local communities

- Leisure Strategy & Delivery
- West Lancashire Health & Wellbeing Strategy Development
- Well Skelmersdale Project
- Housing Capital Programme
- Sheltered Housing
- Digital Inclusion Strategy & Delivery
- Tenants' Financial Inclusion Strategy & Delivery
- Homelessness Strategy

West Lancashire – Ambitious for All - our businesses, our places, our people

Delivering the Plan

Working to agreed priorities provides a clear strategic direction for the organisation and allows resources to be targeted in the most effective and efficient way. Our plan allows us to co-ordinate financial and staffing requirements and helps us develop and monitor our activities. An annual refresh of the plan maintains its currency. Our key projects during 2017/18 will contribute towards achieving our priorities. Progress on the projects including the key measures and targets will be monitored and reported on during the year.

Priority: Ambitious for our Economy

We will work with businesses and partners to retain and grow jobs, increase skills levels and encourage business and wealth.

Measures and projects for 2017/18 include:

- Influence overall employment rate and claimant count
- Support for apprenticeships
- Review the West Lancashire Visitor Economy
- Work to ensure that stakeholders are satisfied with West Lancashire as a place to operate their organisation or business in.

Skelmersdale Vision

Securing regeneration in the form of new commercial, leisure and residential development alongside existing property and environmental enhancements across a large area of land within and surrounding Skelmersdale town centre. The project is being

implemented in partnership with the Homes and Communities Agency, LCC and St Modwen. The scheme will bring forward an enhanced Skelmersdale town centre with improved night-time economy and attractive public realm.

- Progress scheme proposals following the outcome of the appeal against the judicial review.

Land Auction

The land disposal elements of a proposed national Community Land Auction model involving the Homes & Communities Agency (HCA) and the Council brings development sites forward for sale. The scheme helps meet the objectives of the Local Plan and provide capital income for the Council.

- Market and sell sites at Whalleys (Skelmersdale) in conjunction with the HCA
- Use capital receipt from sale to invest in the Skelmersdale area
- Provide a supply of ready to build housing sites.

Economic Development Strategy and Delivery

A number of significant economic regeneration activities from the Council and partners will address employment opportunities, availability of housing, environmental improvements, raising skills and training levels, provide support for indigenous businesses and attract new investment. The strategy aim is to build a prosperous Borough with skilled and trained local residents to ensure that West Lancashire continues to be a great place to live, work, study and invest.

- Support initiatives in partnership with the Skills, Training and Employment Partnership including Lancashire Sport

- Support businesses signed up to the Let's talk Employment and Skills Charter
- Encourage uptake of apprentices and placements
- Maintain links with further and higher education in the area.

Ormskirk Town Centre Strategy and Delivery

A progressive set of initiatives will ensure the long term economic and social viability of Ormskirk's town centre and improve its attractiveness as a visitor destination.

- Implement a dedicated Ormskirk website
- Monitor footfall in the town centre
- Consider the findings of the Market Town Centre Strategy for Ormskirk.

Partnership Working for Infrastructure Delivery Identified in West Lancashire Highways and Transport Masterplan

Influence and assist the progress of the infrastructure delivery identified in West Lancashire Highways and Transport Masterplan through partnership working. This will support the delivery of improvements to transport infrastructure including around rail links and roads.

- Work with LCC to complete Skelmersdale Rail Station Location Options Appraisal
- Support LCC in relation to the work on Ormskirk Town Centre Movement Strategy.

Combined Authority for Lancashire

The Combined Authority for Lancashire operated in 'shadow' format from July 2016 with the aim of being fully operational in 2017/18. Consideration is ongoing in relation to the Devolution deal for Lancashire. West Lancashire has a leading role on the Prosperous Lancashire theme, working with LCC and other Lancashire Councils. The Combined Authority, with a focus on economy, skills and transport matters, will work as one democratically accountable body to avoid duplication and provide more efficient services; create a stronger basis for bidding for funding; make best use of Council and Government money; and speed up decision-making on a pan-Lancashire basis.

- Further develop the Lancashire Plan based on the five core themes – Skilled Lancashire; Better Homes for Lancashire; Connected Lancashire; Prosperous Lancashire and Public Services Working for Lancashire
- Continue to provide the lead on the Prosperous theme
- Provide input to a Devolution deal for Lancashire.

Engagement with Liverpool City Region Combined Authority

The Council is maintaining engagement with the established Liverpool City Region Combined Authority. This will assist West Lancashire's profile and ambitions within the wider regional agenda.

- Play an active role as an Associate Member of Liverpool City Region Combined Authority
- Progress a joint strategic Housing and Employment Land Study with Liverpool City Region authorities.

Branding of Skelmersdale and Ormskirk

Developing the branding of the two main towns in West Lancashire will promote a positive picture of the borough's assets and capabilities so that West Lancashire is recognised as an improving place with aspirations. This will enhance West Lancashire's reputation as a place to live, a location to develop a business, a place to visit, a place to work and a place to study.

- Support the Skelmersdale Place Board to implement a brand / image for Skelmersdale
- Facilitate the Skelmersdale Ambassadors scheme to help develop and raise Skelmersdale's profile
- Using the market research analysis, prioritise those actions in the Ormskirk Town Centre Strategy identified as key to Ormskirk's brand development
- Develop a website for Skelmersdale with a business focus.

Local Plan Review

The Local Plan 2012-2027 will be reviewed through processes outlined within the Local Development Scheme guidance. The review will take an estimated four years and involve extensive consultation culminating in a new Local Plan and revised selected Supplementary Planning Documents. The review will ensure that West Lancashire's Local Plan remains in line with evolving national planning policy and local needs.

- Issues and options consultation
- Preferred options consultation.

Priority: Ambitious for our Environment

We will work with communities and partners to enhance the built and physical environment and its cleanliness.

Measures and projects for 2017/18 include:

- Work for resident satisfaction with household collections for domestic waste and recyclables and cleanliness of streets
- Maintain performance for bin and fly tip collections
- Continue to enforce Street Scene legislation (e.g. action around flytipping, noise, dog and littering offences).

Key Site Developments

Contributing to the regeneration of Ormskirk town centre by enhancing an important gateway into the town, the **Moor Street Gateway project** will redevelop the existing bus station and car park site. Mixed use schemes will complement a new bus station including through potential commercial, cultural, residential, employment and leisure uses. Lancashire County Council has committed some funding to upgrade the bus station element of any scheme. The Council will also be looking to work with Network Rail to improve the pedestrian link between the bus and train station.

- Secure a development partner to devise proposals for a variety of potential schemes.

The Council will also be developing proposals to build housing on the **Westec Site** in Ormskirk, adjacent to the Council offices and looking at further development opportunities for housing and employment development across the Borough.

Estates Revival - Beechtrees

Revitalising and enhancing the council estate and providing homes to create a model for how other estates can be transformed and to maintain a modernised and sustainable housing stock.

- Continue progression of the Beechtrees scheme.

Housing New Build Programme

A initial £1.7 million fund comprising around £0.5million of retained capital from the sale of council properties under the right-to-buy scheme, plus £1.2 million match funding from the Council will be used to provide the types of property that are most needed in the Borough, in ways that deliver the best possible value for money including a number of new build properties. The funding will:

- Develop options for schemes that will provide a mixture of homes for rent and purchase
- Consider the purchase of a small number of properties from the open market, to add to the Council's housing stock for rent.

This is in addition to our existing Housing Strategy's Affordable Housing budget which is committed to our partnership contract with Regenda Housing Group to deliver homes for rent that the Council can nominate to.

Private Sector Housing Strategy

Implementing the objectives of the Private Sector Housing (PSH) Strategy 2017-20 will improve the borough's PSH conditions so that residents of West Lancashire live in decent homes which are in good repair and are safe, secure, and warm. The objectives are to: raise the

quality of existing PSH stock; make the best use of existing PSH stock; and deliver the Sustainable Energy Strategy 2012-20 residential and domestic sectors in relation to PSH.

- Reduce the number in empty homes reported by Council Tax in the borough
- Encourage uptake of West Lancashire Landlord accreditation scheme
- Promote an increase in the number of privately rented properties with basic energy efficient measure installed.

Development Company – Options Appraisal

Building on the expertise and experience gained through recent Council regeneration projects, the establishment of a Development Company is being investigated for the commercial and residential redevelopment of Council-owned land and the purchase of appropriate land to develop, both in and outside the Borough. Long-term outcomes would include direct support of new and growing businesses, increased income through Council Tax and Business Rates, and employment and skills opportunities in the construction industry.

- Establish an officer working group
- Commission options appraisal and produce a business case.

Street Scene Priority Projects and Strategy Development

Improve the service to enable more responsive and sustainable operations that can enhance the appearance of the borough.

- Exploit real-time vehicle in-cab communication data to improve service
- Develop a Street Scene Strategy for the Borough.

Community Safety Partnership Initiatives

In partnership, deliver initiatives that help ensure that West Lancashire remains a safe borough to live, work and visit.

- Chair and manage the West Lancashire Community Safety Partnership
- Contribute to annual BrightSparx and Freshers Week initiatives
- Collaborate on five Community Engagement events
- Influence the reduction in total crime incidents recorded
- Help promote feelings of safety and security in the borough.

Tawd Valley Improvements

The Tawd Valley project is a significant development scheme which over 3-5 years will provide environmental and recreational improvements to Tawd Valley Park. Initial work will focus on a review of existing facilities and an environmental appraisal. Following public consultation on the options, a masterplan will be established for the development work.

- Promote resident satisfaction with parks/open spaces.

Car Park Management and Enforcement Review

Efficient off-street parking management enables cost-effective parking for the benefit of the community and businesses alike. It also contributes to wider town centre traffic management operations by providing adequate parking spaces and controlling turnover of spaces using parking time restrictions as appropriate. Technology advances in the industry have resulted in modern payment and enforcement solutions allowing the exploration of cost beneficial proposals.

- Review current pay & display parking in Ormskirk town centre
- Consider proposals to change existing operational arrangements.

Priority: Health and Wellbeing

We will work with partners to improve the health and wellbeing of local communities.

Measures and projects for 2017/18 include:

- Monitor numbers of affordable housing and net homes provided
- Achieve rent collection levels of 99% (*target tbc)
- Reduce non-decent council homes to 0.25% (*target tbc)
- Achieve 97% of repairs within timescale (*target tbc)
- Monitor time taken to re-let homes
- Promote resident satisfaction with sport/leisure facilities.

Leisure Strategy and Delivery

Following a strategic review of the cultural and leisure service, the revised Leisure Strategy's key aims and actions provide direction for the service and will result in a quality and sustainable service offer. Cultural and other leisure activities are also supported through other schemes, for example the Ormskirk Town Centre Strategy.

- Further encourage the use of leisure & cultural facilities e.g. parks & countryside events, the Chapel Gallery, sports centres
- Maintain Green Flag awards for Beacon Country Park and Coronation Park (Ormskirk).

West Lancashire Health and Wellbeing Strategy Development

Implementing a strategy will allow us to align and target our resources to most effectively support the delivery of improvements in health and/or reduce health inequalities in the borough.

- Work with the West Lancashire Health and Wellbeing Partnership and other partners
- Maintain the health promotion services in partnership with the public, private and voluntary sector to promote and improve health
- Encourage participation in Health Improvement Activities.

Well Skelmersdale Project

The Council is a partner in the Well Skelmersdale project, part of the Well North movement funded by Public Health England. It is a diverse collaboration across community, voluntary, faith, charitable, business, enterprise and public sectors committed to creating conditions that allow the community to reach its full potential by creating healthy environments for healthy living. These are environments that foster better conditions in which to live, learn, work, play, grow and socialise.

- Continue to support development of the project as a key member
- Ensure town centre regeneration work reflects Well Skelmersdale aims
- Encourage project links through the Health and Wellbeing Partnership.

Housing Capital Programme

The Capital investment programme funds works on a variety of schemes to improve existing council homes and target investment in new housing stock.

- Continue to invest in a wide variety of improvements to our council housing stock as prioritised through resident priorities and stock need
- Seek direction from the Tenant Scrutiny and Landlord Services Committee to achieve the right balance between improvements to homes and services.

Sheltered Housing

Maintain the authority's sheltered housing service in light of significant grant and budget reductions.

- Implement new support arrangements for sheltered tenants
- Encourage independent living for older tenants.

Digital Inclusion Strategy and Delivery

The strategy is a key strand of our work to encourage use of digital technology. The strategy aims to increase the proportion of residents in the borough who have basic online skills and access to the internet and to increase the uptake of West Lancashire Borough Council's digital services. The strategy will also support and contribute to the aims of the Digital Development Plan which ensures digital technology is considered in all our service developments and highlighted in other strategies, for example the Economic Development Strategy.

- Increase customer payments carried out via the Council website
- Create and encourage use and access for digital council services.

Tenants' Financial Inclusion Strategy and Delivery

The strategy supports financially excluded Council tenants affected by welfare reforms to sustain their tenancy and to increase their opportunities for employability.

- Promote the Money Advice Service to tenants
- Encourage tenants to be financially independent.

Homelessness Strategy

The Homelessness Strategy 2017-2022 has been developed against a backdrop of unprecedented change in national policy including fundamental reforms to welfare benefits. The strategy details homelessness prevention measures and services primarily for those living in, or with a local connection to, West Lancashire. Implementing the strategy will enhance the depth and range of housing advice services to meet current and future challenges, enhance the housing offer to all homeless applicants in the Borough and improve health and wellbeing.

- Develop a homelessness prevention toolkit
- Assess current and future demand for temporary accommodation
- Investigate the homelessness prevention fund
- Reduce the number of evictions from private rented accommodation.

Monitoring Progress

The plan projects are resourced and managed through budget and service action planning. They are monitored directly by the relevant service areas and through budget reports, service action plans, the corporate risk register, individual project reports to committees as required and working groups as appropriate. In addition, progress on the projects are reported to Members half-yearly and as an annual report. A set of performance indicators spanning various service areas are also reported quarterly to Members to help the authority understand how well it is performing.

Our priorities and resulting projects are informed by working closely with partners and through various consultation and stakeholder engagement activities. We recognise that people who provide and use our services come from diverse backgrounds and have different experiences and needs. We develop, commission and deliver services in a way that will help overcome discrimination and disadvantage.

We aim to keep the public well informed about all our services, how we run things and how we are working to achieve value for money. As well as specific consultation for particular proposed projects, we have a continuous tenant involvement programme for housing services and an annual citizen and stakeholder survey. The annual survey is used to gather views about Council spending, better understand the usage and opinions of Council services, gauge community safety perceptions, and receive views on the Council as a whole. Public opinion was directly sought to inform and finalise significant projects including the Private Sector Housing Strategy and Community Infrastructure Levy funding programme. We also undertook a Council tenant survey and a Meeting the Budget Challenge consultation to inform our approach to service reviews and balancing the budget.

West Lancashire Borough Council Plan 2017-18

If you require any further information, or copies of this document in an alternative format, please contact:

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