
Report to:	Cabinet Council	Date of Meeting:	3 rd November 2016 17 th November 2016
Subject:	Vision Sefton 2030	Wards Affected:	Wards
Report of:	Executive Director		
Is this a Key Decision?	Yes	Is it included in the Forward Plan?	Yes
Exempt/Confidential	No		

Purpose/Summary

Sefton Council has been leading on developing a new vision for the borough, working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the community. The Vision and Outcomes Framework will help us focus on what's important and to be ambitious for the Borough and its communities in the future.

This report provides Cabinet and Council with

1. feedback from Overview & Scrutiny Committees
2. an updated 2030 Vision Outcomes framework for consideration

Recommendation(s)

Cabinet is asked to

1. Thank the Overview and Scrutiny Committees and note that their comments and feedback has been reflected in the Outcomes Framework at Annex B and will be reflected in the development of future engagement plans and activity.
2. Agree the recommended changes to the themes at paragraph 2.3
3. Agree the Core Purpose at paragraph 2.13
4. Subject to any required changes, commend the Vision & Outcomes Framework at Annex B to Council
5. Note that the framework for change will help the Council deliver against the vision and new core purpose
6. Agree that changes to the formal documentation are made so any decisions evidence impact against the vision and Council core purpose
7. Agree that the current two sponsors Cllr Patricia Hardy and Cllr Paulette Lappin, retain an overview sponsorship role.

Council is asked to

8. Consider and agree the Vision & Outcomes Framework at Annex B subject to any changes required by Cabinet
9. Consider and agree the Core Purpose at paragraph 2.13

How does the decision contribute to the Council's Corporate Objectives?

	<u>Corporate Objective</u>	<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	x		
2	Jobs and Prosperity	x		
3	Environmental Sustainability	x		
4	Health and Well-Being	x		
5	Children and Young People	x		
6	Creating Safe Communities	x		
7	Creating Inclusive Communities	x		
8	Improving the Quality of Council Services and Strengthening Local Democracy	x		

Reasons for the Recommendation:

Sefton Council is leading on developing a new and exciting vision for the future of the borough and wants anyone who lives, works or visits Sefton to be involved. Working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the wider Sefton community, the aim is to focus on what is important and to be ambitious for the borough and its communities in the future.

Imagine Sefton 2030 engaged the public, local businesses and potential investors in creating a vision that will collectively promote shared prosperity, coordinated public investment, and a healthy environment and population.

The Vision and Outcomes Framework will guide long term planning - helping to collectively stimulate growth, prosperity, set new expectation levels and to help focus on what is important for Sefton.

Alternative Options Considered and Rejected:

The role of the public sector is changing and so the Council and partners must prepare for the future. Doing nothing is not an option and a silo based approach would not maximise opportunities for the borough.

What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct implications arising from this report

(B) Capital Costs

There are no direct implications arising from this report

Implications:

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Financial	
Legal	
Human Resources Full and meaningful consultation will take place with the Trade Unions and employees on the matters arising from this report.	
Equality	
1. No Equality Implication	<input checked="" type="checkbox"/>
2. Equality Implications identified and mitigated	<input type="checkbox"/>
3. Equality Implication identified and risk remains	<input type="checkbox"/>

Impact of the Proposals on Service Delivery:

Consideration of service delivery implications will form an integral part of the budget, public engagement and consultation processes and will be dependent on the approaches and projects finally adopted by the Council and its partners.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD.4348/16) and Head of Regulation and Compliance (LD.3631/16) have been consulted and have no comments on the report.

Extensive community consultation has been undertaken and Cabinet was provided with feedback in September 2016.

The engagement feedback and Vision & Outcomes Framework has also been considered by Overview & Scrutiny as per the timetable below -

6th September 2016 Overview and Scrutiny Committee (Adult Social Care and Health)

13th September 2016 Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services)

20th September 2016 Overview and Scrutiny Committee (Regeneration and Skills)

27th September 2016 Overview and Scrutiny Committee (Children's Services and Safeguarding)

Implementation Date for the Decision

Immediately following the Council meeting on 17 November 2016.

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Background Papers:

There are no background papers available for inspection

1. Background

- 1.1 The Vision will enable the Council and partners to demonstrate the connected thinking and action. It will also enable the Council to bring about meaningful and measurable plans with targets, timescales and performance management framework. Cabinet members, in December 2015 agreed an outline work plan, which has a three stage approach:
 - Engagement to develop a vision
 - Agreement on how to use the vision
 - Implementing the short, medium and long term targets to achieve the Vision, will guide our current and future action and will inform budget planning processes.
- 1.2 The Cabinet Sponsors for the 2030 Vision are Councillor Patricia Hardy, Cabinet Member Communities and Housing and Councillor Paulette Lappin, Cabinet Member, Regulatory, Compliance and Corporate Services, who agreed to work to a time period of 2030, on which 2020 would be a key milestone.
- 1.3 Extensive engagement took place with the Council workforce, partners to develop a draft Vision and Outcomes Framework and this was considered by our communities from 13th June until 31st July 2016.
- 1.4 In September 2016 Cabinet considered the full Consultation and Engagement report. Cabinet asked that
 - 1.4.1 the engagement feedback and Vision & Outcomes Framework be considered by all Overview & Scrutiny committees
 - 1.4.2 further work be undertaken with partners understand what really matters to communities and refine the Vision & Outcomes Framework based on the engagement feedback
 - 1.4.3 current Council priorities and core purpose be reviewed in light of the Imagine Sefton 2030 feedback to date
 - 1.4.4 consideration was give to how future decisions were made about priorities and resourcing

2 Grounding the Conversation

- 2.1 Feedback from the Overview & Scrutiny Committees was in the main very positive with all Chairs welcoming the opportunity to comment and have input to the Vision and development of future plans. The engagement approach was well received, however, as always it was felt that lessons should be learnt and that it was essential that good practice developed was shared and built upon.
- 2.2 Detailed feedback from each Overview & Scrutiny Committee is available at Annex A. Cabinet is asked to take account of this feedback when considering the Outcomes Framework and in the development of future engagement activity and plans.

2.3 As requested by Cabinet further work has been undertaken with partners to understand what really matters to communities and refine the Vision & Outcomes Framework based on the engagement feedback. As part of this work the accessibility of language the language used has been given full consideration and so for clarity it is recommended that the themes consulted on become –

Draft Theme	Recommended Theme	What does this look like?
Resilient people and places	Together a stronger community	<p>In 2030, Sefton residents look out for each other. We focus on our similarities and the strength that comes from diversity, but never on our differences.</p> <p>We have proactive and supportive communities, aided by a vibrant voluntary, community and faith sector, where everyone has the opportunity to live an independent and active life. We know our neighbours, have high levels of trust in our community and we help each other out in any way we can.</p> <p>Our communities are strong, knowledgeable and informed.</p>
Growing, living and ageing well	A borough for everyone	<p>In 2030, Sefton is a borough that has everything we need to live, learn and age well.</p> <p>From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools.</p> <p>Quality apprenticeships, vocational training and university access mean we can follow our dream career path.</p> <p>We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.</p> <p>When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.</p>
A great place to live, work and play	Living, working and having fun	<p>In 2030, Sefton is the perfect place to enjoy your life.</p> <p>With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made</p>

Draft Theme	Recommended Theme	What does this look like?
		<p>the borough one of the most desirable places to live in the country.</p> <p>Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.</p> <p>We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.</p> <p>We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.</p>
Activities, sociability and hosting	Visit, explore and enjoy	<p>In 2030, Sefton has something to offer residents and visitors of all ages.</p> <p>We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.</p> <p>Known for its cultural scene, Sefton has something for everyone.</p>
Image & Environment	A clean, green and beautiful borough	<p>In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.</p> <p>We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.</p> <p>Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.</p>

Draft Theme	Recommended Theme	What does this look like?
Accessible and linked	On the move	<p>In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.</p> <p>Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.</p> <p>Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.</p>
Right for business	Open for business	<p>In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.</p> <p>We are a borough with a global outlook, exporting many of our services and goods via the port.</p> <p>Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.</p> <p>With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.</p>
Digital, Science & Technology	Ready for the future	<p>In 2030, Sefton is at the forefront of technology and research.</p> <p>Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research.</p> <p>We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.</p>

- 2.4 Cabinet is asked to consider agree the recommended changes to the themes.
- 2.5 The Council and partners will continue to work with our communities over the coming months and years to understand develop and refine plans and approaches to change.
- 2.6 Annex B of this report provides Cabinet with a draft of Vision & Outcomes Framework for consideration and subject to any required changes commend the Vision & Outcomes changes to Council.
- 2.7 Partner organisations, businesses, investors and Sefton residents all have a role to play in delivering the 2030 vision. Sefton Council will play its part and show strong and visible leadership in delivering the vision. The Council will adopt the 2030 Sefton vision of ‘A confident and connected Sefton’ and will strive to deliver priorities for the borough, ensuring everything it does has a contributory focus to the future of the borough.
- 2.8 The way the Council works will be different in the future, like all organisations that are future focused, it will modernise and develop. In order to achieve the 2030 vision the Council will need to change how it works. The financial constrains upon the Council also require changes to ways of working.
- 2.9 The Council will move away from traditional ways of working focused around delivering services and it will have a greater role in influencing, shaping, enabling and building community capacity. Where it is necessary to do so, it will continue to be a provider of services but will use new service delivery models and new forms of partnership. This will mean that by working more closely with others partners can optimise efficiency and effectiveness and create sustainable approaches.
- 2.10 The Council will not always be a provider of services in the future, delivering fewer services itself but will act as a broker and commissioner of services, making sure that the needs of Sefton residents and businesses and met with the right responses and support.
- 2.11 The Council will continue to
- be a strong and influential leader; taking the reins on creating a climate where reform and growth are active
 - assess need
 - lead in creating vibrant market places
 - be place-shapers
 - and stimulate the right environment for success.

In the future the Council will have a much stronger focus on co-production and working with the community and will be less about doing things for residents and more about creating capacity and motivation for people to get involved. The Council will also operate more commercially in the future, finding new ways to trade and deliver services with a commercial edge while retaining its

social purpose. The Council will aim to make a profit but will reinvest it to make a difference to lives and economy of Sefton. By working with others the Council will strive to always be ready for the future and continuously improve.

- 2.12 The Core Purpose of the Council has been assumed to be
- **Protect the most vulnerable** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them
 - **Commission and provide core services** which meet the defined needs of communities and which are not and cannot be duplicated elsewhere
 - **Enable/facilitate economic prosperity** i.e. maximise the potential for people within Sefton to be financially sustainable through employment / benefit entitlement
 - **Facilitate confident and resilient communities** which are less reliant on public sector support and which have well developed and effective social support networks.
- 2.13 Having considered the feedback from Imagine Sefton 2030 Cabinet & Council are asked to consider and agree the following as the Core Purpose moving forward. We will need to continually review how this Core Purpose is effectively communicated to staff and communities.
- **Protect the most vulnerable:** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable and where we need to we will intervene to help improve lives
 - **Facilitate confident and resilient communities:** the council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant on public sector support and which have well developed and effective social support
 - **Commission, broker and provide core services:** the council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible. We will deliver services which can't be duplicated elsewhere or where we add value.
 - **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. This includes strong leadership and influencing partner organisations to work towards common goals and building pride in the borough

- **Drivers of change and reform:** the council will play a key role in leading change and reform to improve outcomes for Sefton residents and continuously improve the borough
- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; and having enough money to invest in infrastructure.
- **Generate income for social reinvestment:** the council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose.

3. **Designing the Future Together**

- 3.1 Today Sefton has many strengths and assets but it is also facing real challenges. By working together as partners we will unlock the borough's collective resources for the benefit of all and use our strengths and assets to become even more effective. Most importantly the future of Sefton will be shaped by the people already living here and others who will choose to move here. Businesses already located in Sefton and those who choose to invest here, will help drive future prosperity.
- 3.2 The impact of the Government's austerity programme and ongoing policy changes has and will continue to have a significant impact on the Council and many of its partners. This will influence how partners move forward, at least in the short and medium term.
- 3.3 As a result of Government funding reductions the Council has had to make savings of £169m since 2011, with a further forecast reductions of £64m between 2017- 2020. These are challenging targets but Council along with partners remains ambitious for the borough and the Vision will enable the Council and partners to demonstrate the connected thinking and action, so improving outcomes.
- 3.4 The Council and partners will consider the Imagine Sefton 2030 and future feedback in the design and development of new strategies, approaches and ideas. The intention is for partners to adopt a New Realities 'can do' approach to collaboration aimed at working together in a positive, productive environment.
- 3.5 Once Cabinet and Council have approved the Vision Outcomes Framework the intention is that a Corporate Plan will be developed so that the Council is able to demonstrate how it will contribute to and influence the achievement of the ambitions articulated in the Vision and how we will move towards the new core purpose for the Council. The plan will refresh the strategic objectives and various frameworks within the Council including the Performance Framework, the

commissioning framework, the workforce development strategy and the communications and marketing framework.

- 3.6 Alongside this the Council is developing a major change programme to enable the council to be sustainable and fit for the future, the Framework for Change. The Council has to rethink what it does and how it does it. The size of the change required is significant and it will be the biggest that this council has ever gone through. It will involve bringing different services together who had never worked together before and integrating them internally, and in some cases with partners and/or the Liverpool City Region. It will involve radical changes to service offers, approaches and methods of delivering services and how the Council works with partners and the community. This will be a whole scale change programme and impact on all parts of the Council. Growth and Public Sector Reform will focus heavily, and will be at the heart of the changes we need to make.
- 3.7 For the Council implementing the short, medium and long term targets to achieve the Vision, will guide current and future action and will inform budget planning processes. In order for us to maintain a focus on the 2030 vision and align what we do it is recommended that Cabinet and Council decisions are made giving consideration to the vision and new Council core purpose. It is recommended that changes to the formal documentation are made so any decisions evidence impact against the vision and Council core purpose.
- 3.8 To ensure that the framework for change is consistently moving us towards achieving the vision, it is recommended that the current two sponsors Cllr Patricia Hardy and Cllr Paulette Lapin, retain an overview sponsorship role specifically with regards to the Public Sector reform agenda, under the Framework for Change so the interdependent nature of change is managed well and that the translation of the vision into action is championed and kept alive, real and active.

Annex A

Overview and Scrutiny Committee (Adult Social Care and Health) 06.09.16

Comments from Committee Members included issues regarding attracting and keeping young families; house prices and choices; employment; activities to keep people fit and well and make them feel included; and incidents of young people leaving affluent areas to go to university and not returning, which could lead to social isolation for their ageing parents.

Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) 13.09.16

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision
- consultation response rate connected to the tourism sector
- the consultation process relating to ethnicity, cultural diversity and younger people
- the Vision is aspirational and very good but concern expressed that Central Government funding cuts will make the Vision difficult to deliver
- public engagement is critical and we need more rather than less
- Information could also be obtained from consultation exercises undertaken in connection with the Formby, Lydiate, Maghull and Southport Neighbourhood Plans process
- reference was made to a letter of representation regarding a poorly attended consultation event at Bootle Library. Could steps be taken to improve participation at future events?
- Need to ensure that consultation processes are undertaken in a range of ways rather than simply online

Overview and Scrutiny Committee (Regeneration and Skills) 20.09.16 Draft minutes

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision
- include reference to work life balance
- the requirement for all Town Centre Strategies to link into the Sefton 2030 Vision
- address the issue that respondents did not think that young people were listened to or that their opinions were taken into account when planning for the future
- review those areas where young people seem to be least engaged against those areas where they seem more engaged and seek to improve
- improve partnership working between the Council, Colleges and potential investors/business to ensure that relevant courses and trades are available to young and mature students across the Borough with a view to increasing supply and demand of the workforce sector

- improve partnership workings to ensure that the housing choices referred to in the report are included in the Sefton offer
- welcomed that the Overview and Scrutiny Management Board were undertaking a review of the Performance Framework which would be the framework to monitor and measure progress in achieving the 2030 Vision.

Overview and Scrutiny Committee (Children's Services and Safeguarding)
27.09.16

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision and the quality of the Consultation and Engagement.
- Advantageous to engage with Parish Councils
- Welcomed and congratulated Sefton's Young Advisers in relation to the extensive work undertaken in developing Sefton's 2030 Vision and encouraged the Council to engage with Sefton's Young Advisors on future projects.
- Welcomed that the Overview and Scrutiny Management Board were undertaking a review of the Performance Framework which would be the framework to monitor and measure progress in achieving the 2030 Vision.

Annex B

Together a stronger community

In 2030, Sefton residents look out for each other. We focus on our similarities and diversities but never on our differences, working together to live a fruitful life.

We are supportive communities, aided by a vibrant voluntary sector, where everyone has the opportunity to live an independent and proactive life. We know our neighbours and we help each other out in any way we can, from sparring a drop of milk to lending a caring ear.

Our communities are strong, knowledgeable and informed.



A borough for everyone

In 2030, Sefton is a borough that has everything we need to live, learn and age well.

From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools. Quality apprenticeships, vocational training and university access mean we can follow our dream career path.

We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.

When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.



A clean, green and beautiful borough

In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.

We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.

Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.



Living, working and having fun

In 2030, Sefton is the perfect place to enjoy your life.

With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country.

Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.

We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.

We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.

Sefton 2030

A confident and connected borough

Sefton Council



On the move

In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.

Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.

Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.



Visit, explore and enjoy

In 2030, Sefton has something to offer residents and visitors of all ages.

We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.

Known for its cultural scene, Sefton has something for everyone.



Ready for the future

In 2030, Sefton is at the forefront of technology and research.

Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research.

We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.



Open for business

In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.

We are a borough with a global outlook, exporting many of our services and goods via the port.

Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.

With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.



Together a stronger community

Vision

In 2030, Sefton residents look out for each other. We focus on our similarities and the strength that comes from diversity, but never on our differences.

We have proactive and supportive communities, aided by a vibrant voluntary, community and faith sector, where everyone has the opportunity to live an independent and active life. We know our neighbours, have high levels of trust in our community and we help each other out in any way we can.

Our communities are strong, knowledgeable and informed.

Pledges

- Work with partners to unlock the borough's collective resources for the benefit of all
- Support strong, equal partnership working between public, private and voluntary sectors and the communities they serve
- Work together to encourage the community to be involved in shaping the delivery of services in local neighbourhoods
- Work together to explore innovative ways of working to enable community capacity to grow and strengthen
- Work together to strengthen community voices
- Work together to encourage people to make their homes and communities safe and more energy efficient
- Target information and encourage participation in initiatives and activities within the local community

Outcomes

- People are influencing decisions which affect them and communities work together and with partners to deliver effective change
- Stronger community leadership
- People are taking responsibility for their own health and well-being
- People feel safe and supported and are free from discrimination and harm
- People understand and exercise their safeguarding responsibilities
- Communities and individuals are benefitting from many volunteering opportunities and schemes
- People are not socially isolated
- People are well informed
- People rely less on public sector services

A borough for everyone

Vision	Pledges	Outcomes
<p>In 2030, Sefton is a borough that has everything we need to live, learn and age well.</p> <p>From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools.</p> <p>Quality apprenticeships, vocational training and university access mean we can follow our dream career path.</p> <p>We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.</p> <p>When it comes to enjoying our free time and living socially, there clubs and groups for everyone.</p>	<ul style="list-style-type: none">■ Work together to understand, develop and celebrate local communities ■ Work together to develop clear commissioning policies that promote and encourage health and well being ■ Work together to ensure everyone has positive learning experiences ■ Work together to promote and encourage independence ■ Work together to influence national government to get the best possible results for Sefton	<ul style="list-style-type: none">■ People enjoy being part of energetic local communities with their own unique identities and sense of pride ■ People are prepared for change ■ People have aspirations and achieve their ambitions through education, training and lifelong-learning ■ People are accessing education and training opportunities ■ People are accessing to an integrated, efficient and sustainable health and social care system

Living, working and having Fun

Vision	Pledges	Outcomes
<p>In 2030, Sefton is the perfect place to enjoy your life.</p> <p>With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country.</p> <p>Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.</p> <p>We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.</p> <p>We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.</p>	<ul style="list-style-type: none">■ Work together to actively promote Sefton and its assets to make Sefton the place to live, work and play■ Work with businesses and investors to develop the job market■ Work together to ensure housing choice across all types and tenures across the Borough■ Work together to explore new solutions with our communities to make a positive difference to people's lives and the environment	<ul style="list-style-type: none">■ Sefton is the most attractive place to live in the City Region■ People are employed in a diverse job market■ People have access housing choices■ Businesses provide a range of work based learning provision■ People have a positive work, life balance enjoying a lively social, cultural, sport and leisure offer■ The community plays a key role in the regeneration of their area

A Clean, Green, Beautiful Borough

Vision	Pledges	Outcomes
<p>In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.</p> <p>We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.</p> <p>Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality</p>	<ul style="list-style-type: none">■ Work together to promote the borough■ Develop a Masterplan for the borough■ Work together to encourage all groups who want to improve the environment■ Work together to demonstrate commitment to heritage in the built environment■ Work together to demonstrate commitment to the natural environment■ Work together to prevent and reduce all types of pollution	<ul style="list-style-type: none">■ People value and enjoy our exciting heritage and natural environment and want to protect it and enhance it for future generations■ Sefton is a respected environmental knowledge hub■ People work together to keep Sefton clean and green relying less on public sector services■ People and businesses are environmentally aware

Visit, Explore and Enjoy

Vision	Pledges	Outcomes
<p>In 2030, Sefton has something to offer residents and visitors of all ages.</p> <p>We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.</p> <p>Known for its cultural scene, Sefton has something for everyone.</p>	<ul style="list-style-type: none">■ Work together to actively promote Sefton and its assets to make Sefton the place to stage events and visit■ Work with businesses and investors to make our high streets thrive■ Work with our partners across the City Region to actively promote Sefton	<ul style="list-style-type: none">■ People visit Sefton from far and wide to enjoy the culture, festivals and sporting events■ People are accessing improved information enabling easy access to cultural, leisure and social opportunities■ People spend and shop local

On the Move

Vision	Pledges	Outcomes
<p>In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.</p> <p>Night buses, better train links and affordability mean that public transport is safe and available to everyone</p> <p>We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.</p> <p>Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.</p>	<ul style="list-style-type: none">■ Enable infrastructure improvements to support changing connectivity needs■ Work together to encourage greater use of public transport and development of community schemes■ Work together to promote active travel■ Work together to improve access to the coast and green spaces	<ul style="list-style-type: none">■ Communities and businesses enjoy improved links with the City Region and beyond■ People are accessing safe, quick, inclusive and reliable transport and travel■ People are keeping active■ Communities and businesses benefit from reduced congestion

Open for Business

Vision	Pledges	Outcomes
<p>In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.</p> <p>We are a borough with a global outlook, exporting many of our services and goods via the port.</p> <p>Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.</p> <p>With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.</p>	<ul style="list-style-type: none">■ Work together to create the conditions for economic growth, giving Sefton a competitive edge to attract investment ■ Work with the business and education sectors to help ensure residents are in the best position possible to gain employment. ■ Work together to promote and develop new employment and training opportunities, such as apprenticeships ■ Work with businesses promote high quality of life offer to employees ■ Support local businesses	<ul style="list-style-type: none">■ Sefton is one of the most successful local economies in the City Region ■ Sefton is home to market leading businesses and sustainable and competitive industry clusters ■ Sefton is known for its entrepreneurial and enterprise culture ■ Businesses can choose from a range of affordable, modern workspaces ■ Communities benefit from integrated educational, learning and skills development links with business ■ Local people are recruited by local employers

Ready for the Future

Vision	Pledges	Outcomes
<p>In 2030, Sefton is at the forefront of technology and research</p> <p>Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds.</p> <p>By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research</p> <p>We are well connected to the rest of the world and we are always looking to the future.</p> <p>Sefton is a borough connected by people, supported by technology.</p>	<ul style="list-style-type: none">■ Work together to secure investment in Sefton■ Work together to create the conditions for and harness the benefits of a thriving local economy■ Work together so Sefton becomes a digital borough and improve access to digital technology■ Work together to promote digital inclusion	<ul style="list-style-type: none">■ Communities and businesses benefit from increased business investment in the Borough■ Communities benefit from job growth in key locations and sectors■ Communities and businesses benefit from improved transport, green, and digital infrastructure■ Communities and businesses benefit from new digital technologies that keep people informed and connected