



**ARTICLE NO: 1A**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE:**

**MEMBERS UPDATE 2012/13  
ISSUE: 4**

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**Article of: Borough Solicitor**

**Relevant Managing Director: Managing Director (People and Places)**

**Relevant Portfolio Holder: Councillor Sudworth**

**Contact for further information: Mrs. J.A. Ryan (Extn 5017)  
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**SUBJECT: MINUTES OF LANCASHIRE COUNTY COUNCIL'S HEALTH SCRUTINY  
COMMITTEE**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1** To advise Members of the Minutes in connection with Lancashire County Council's Health Scrutiny Committee held on 27 November 2012 and 15 January 2013, at County Hall, Preston for information purposes.

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## **2.0 BACKGROUND AND CURRENT POSITION**

- 2.1** To keep Members apprised of developments in relation to Adult Social Care and Health Equalities Overview and Scrutiny in Lancashire.

## **3.0 SUSTAINABILITY IMPLICATIONS**

- 3.1** There are no significant sustainability impacts associated with this update.

## **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 4.1** There are no financial and resource implications associated with this item except the Officer time in compiling this update.
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### **Background Documents**

There are no background documents (as defined in Section 100D (5) of the Local Government Act 1972) to this report.

### **Equality Impact Assessment**

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

### **Appendices**

Minutes of the Health Scrutiny Committee – 27 November 2012

Minutes of the Health Scrutiny Committee – 15 January 2013

## **Lancashire County Council**

### **Health Scrutiny Committee**

**Minutes of the Meeting held on Tuesday, 27th November, 2012 at 10.30 am in Cabinet Room 'C' - County Hall, Preston**

#### **Present:**

County Councillor Maggie Skilling (Chair)

#### **County Councillors**

K Bailey	P Mullineaux
Mrs R Blow	M Otter
M Brindle	N Penney
C Evans	M Pritchard
M Iqbal	M Welsh

#### **Co-opted members**

Councillor Julia Berry, (Chorley Borough Council Representative) □ Councillor Bridget Hilton, (Ribble Valley Borough Council representative) □ Councillor Richard Newman-Thompson, (Lancaster City Council representative) □ Councillor Tim O'Kane, (Hyndburn Borough Council representative) □ Councillor Julie Robinson, (Wyre Borough Council representative) □ Councillor Mrs D Stephenson, (West Lancashire Borough Council representative) □ Councillor M J Titherington, (South Ribble Borough Council representative) □ Councillor David Whalley, (Pendle Borough Council representative) □ Councillor Dave Wilson, (Preston City Council representative)

#### **1. Apologies**

Apologies for absence were presented on behalf of County Councillors J Eaton and A Kay and Councillors B Ackers (Fylde), L McInnes (Rossendale), and M Titherington (South Ribble).

#### **2. Disclosure of Pecuniary and Non Pecuniary Interests**

None disclosed

#### **3. Minutes of the Meeting Held on 16 October 2012**

The minutes of the Health Scrutiny Committee meeting held on the 16 October 2012 were presented and agreed.

**Resolved:** That the minutes of the Health Scrutiny Committee held on the 16 October 2012 be confirmed and signed by the Chair.

#### **4. University Hospitals Morecambe Bay Trust**

On 10 April officers from University Hospitals Morecambe Bay Trust (UHMBT) had attended Committee to inform members of the actions being taken to improve matters following a number of inspections by the Care Quality Commission (CQC) and Monitor.

It had been agreed that officers from the Trust would report back to the Committee to update and evidence progress made after an appropriate interval.

The Chair welcomed guests from the Board of UHMBT:

- Jackie Daniel, Chief Executive
- George Naysmith, Medical Director
- Juliet Walters, Chief Operating Officer

The report now presented detailed appointments recently made to the Trust's Board and explained that whilst a substantive Chair had not yet been appointed, interviews for this position were to be held on 6 and 7 December. Recruitment was currently underway to appoint a Director of Human Resources and a Director of Governance. It was expected that there would be a full and permanent Board in place by January 2013.

Jackie Daniel explained that there were three phases to full recovery:

- Stabilisation – in which issues highlighted by the Care Quality Commission would be addressed;
- Securing financial support – the Board was currently negotiating with Monitor for a one-off payment to undertake the necessary development work; and
- Transition – determining what clinical services would look like beyond 2014.

It was expected that the transition phase would take approximately one year and that there would be lots of change along the way.

George Naysmith emphasised that the clinical strategy aimed to deliver the highest quality of patient care and safety. The main drivers were to provide the standard of care that patients needed, as close to their home as possible, and in a joined-up way.

Councillors were invited to ask questions and raise any comments in relation to the report, and a summary of the discussion is provided below:

- In response to a question about the role of governors, it was confirmed that much work had been done to engage and build relationships with governors who had previously felt detached. Governors were invited to attend Board meetings and the Chief Executive had herself attended all governors' meetings.
- The Committee was assured that dialogue with the new CCGs had enriched the process of clinical engagement and parties on both sides were enthusiastic about the new arrangements.
- Regarding the standard of nursing care, it was reported that a Strategy for Nursing was being developed to ensure that the standard of care provided was second to none and would provide privacy and dignity. There was an 'army' of ward matrons already and it was intended to encourage the role of the ward sister.
- In response to a question about how the Board was trying to rebuild its reputation and engage with the public, it was explained that the Trust was intending to 'buy in' the expertise of an established communications company to help engage with the public. It was envisaged that there would be opportunities for big and small group engagement such as meetings with matrons and community based discussions. More information about this would be available later in the year.
- The Trust was reviewing the way in which it handled complaints recognising that complaints were a good way of judging how the public perceived the standard of service. It was acknowledged that the Trust currently wasn't doing well in this respect and not making enough of its opportunity to give a front line response, which was an important way to bring about confidence.
- The Trust was encouraged to look at complaints with 'fresh eyes' and it was suggested that members might be able to help, for example councillors who represented the area covered by Royal Lancaster Infirmary were keen to visit sites and act as a 'critical friend'.
- Members were concerned about the financial pressures facing the Trust and that services might be affected as a result. Assurances were given that no services currently provided would cease, but they could be delivered in a different way, for example by concentrating specialist resources in one centre. Any change would be based on safety, quality and sustainability, not primarily on funding. Members said they would be interested to see the Clinical Strategy when it was ready.
- The Trust felt that there was scope to make savings by addressing inefficiencies and by finding new ways of working and delivering services. There would necessarily be change, and the Trust was confident that services would improve.
- Members hoped that the Trusts across the county were engaging with each other and sharing best practice.
- It was confirmed that Procurement by the Trust was currently being carefully reviewed.

- Regarding staff morale, it was confirmed that there had recently been a large staff engagement process from which the results were soon to be published.

**Resolved:** That:

- i. The report be received and the progress made to date acknowledged;
- ii. A further report be brought to the committee at an appropriate point in the future; and
- iii. Arrangements be made for County Councillor N Penney and Councillor Newman-Thompson to visit UHMBT hospital sites.

## **5. Report of the Dementia Care Pathway Task Group**

In presenting the report, the Chair of the Task Group, County Councillor Fabian Craig-Wilson thanked members of the task group and all stakeholders who had contributed a wealth of information.

She explained that the provision of respite care had been a great concern to members and too big an issue to be properly addressed by this investigation. It was suggested therefore that this committee consider recommending that a separate task group be established to comprehensively review all respite care services.

She drew the committee's attention to the recommendations of the task group as set out in the report and briefly explained the background and thinking which had led to them.

Members congratulated the task group on an excellent report and supported the recommendations and in doing so suggested that:

- Further consideration be given to support that could be provided for carers, particularly those who struggled to accept that they could not cope. It was acknowledged that this could be a very delicate and sensitive issue.
- The recommendation about promoting positive messages be strengthened to include education of the public.
- Staffing in care homes at nights be at appropriate levels given that dementia sufferers can often become very active at night.

One member raised concerns about proposals by Lancashire Care Foundation Trust to reduce the provision of hospital beds for dementia patients. It was explained that a public consultation about dementia care services in Lancashire was to begin on 3 December and this committee would consider the proposals and contribute to the consultation.

**Resolved:** That,

- i. The recommendations of the Task Group, as set out in the report now presented at Appendix A be supported;
- ii. Further recommendations as detailed above be included in the final version of the task group report; and
- iii. The Cabinet Member for Adult and Community Services be invited to the March 2013 meeting of this Committee to respond to the Task Group's recommendations.

## **6. Adult Social Care Complaints and Representations Annual Report 2011-2012**

The report explained that the production of the Annual Complaints and Customer Feedback Report was a longstanding statutory requirement. It contained statistical information, analysis and learning for the organisation in relation to adult social care complaints, comments and compliments received from 1 April 2011 to 31 March 2012.

Angela Esslinger, Strategic Development Manager, Directorate for Adult and Community Services used a PowerPoint presentation to draw out the key points. It identified trends, explained how matters were put right and listed some of the improvements to systems and processes that had been introduced. It also explained that, going forward, the county council would be working more closely with the new clinical commissioning groups (CCGs), re-commissioning advocacy services and working in partnership with local HealthWatch from April 2013.

There was some concern that it was often not made clear to people receiving services and equipment that they were actually provided for by the county council. It was suggested that more should be done to promote the county council, for example, in the case of adaptations and equipment, there could be a county council sticker on equipment, a logo on the prescription for the equipment, and a logo on the leaflet about the service.

There was some discussion about the recycling of equipment once it was no longer needed. It was explained that the cost of decontamination was prohibitive, but a review of the recycling process was ongoing. The Chair referred to a company called Brighter Futures based in West Lancashire who refurbish equipment and give/sell it on.

It was explained that since April 2012 a single 'front door' for complaints had been introduced and that, as a result, complaints had increased, however there had been fewer referrals to the Ombudsman.

It was acknowledged that people don't necessarily only complain directly to the council and use different ways of airing their views for example via social media. Work would be done with the Communications Service as appropriate.

It was considered very important to give those who weren't able to represent themselves the ability to speak out and there would also be a single 'front door' from 2013 for all advocacy referrals. Details of the provider(s) would be circulated to the committee once the appointments had been made.

**Resolved:** That,

- i. The report be received;
- ii. Learning from customer feedback be acknowledged; and
- iii. Consideration be given as to how the role of the County Council in the provision of adaptations and equipment could be actively promoted.

## **7. Report of the Health Scrutiny Committee Steering Group**

On 9 October the Steering Group had met Sir David Henshaw, Chair of the University Hospitals Morecambe Bay Trust Board who attended the meeting to provide members with the latest update regarding the Trust's recovery plan. A summary of the meeting was at Appendix A to the report now presented.

**Resolved:** That the report of the Steering Group be received.

## **8. Recent and Forthcoming Decisions**

The Committee's attention was drawn to forthcoming decisions and decisions recently made by the Cabinet and individual Cabinet Members in areas relevant to the remit of the committee, in order that this could inform possible future areas of work.

Recent and forthcoming decisions taken by Cabinet Members or the Cabinet can be accessed here:

<http://council.lancashire.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

**Resolved:** That the report be received.

## **9. Minutes of the Joint Lancashire Health Scrutiny Committee 13 November 2012**

The Joint Lancashire Health Scrutiny Committee had met on 13 November 2012. The agenda and minutes of that meeting were available via the following link for information.



<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=684>

**Resolved:** That the report be received.

#### **10. Urgent Business**

No urgent business was reported.

#### **11. Date of Next Meeting**

It was noted that the next meeting of the Committee would be held on Tuesday 15 January 2013 at 10.30am at County Hall, Preston.

I M Fisher  
County Secretary and Solicitor

County Hall  
Preston



## **Lancashire County Council**

### **Health Scrutiny Committee**

**Minutes of the Meeting held on Tuesday, 15 January, 2013 at 10.30 am in Cabinet Room 'C', County Hall, Preston**

#### **Present:**

County Councillor Maggie Skilling (Chair)

#### **County Councillors**

Mrs R Blow	M Iqbal
Councillor M Brindle	A Kay
Mrs F Craig-Wilson	M Otter
W Cropper	N Penney
J Eaton	M Pritchard
C Evans	M Welsh

#### **Co-opted members**

Councillor Bridget Hilton, (Ribble Valley Borough Council representative)

Councillor Julie Robinson, (Wyre Borough Council representative)

Councillor Mrs D Stephenson, (West Lancashire Borough Council representative)

Councillor M J Titherington, (South Ribble Borough Council representative)

Councillor David Whalley, (Pendle Borough Council representative)

County Councillor W Cropper replaced County Councillor P Mullineaux, and County Councillor F Craig-Wilson replaced County Councillor K Bailey for this meeting.

#### **12. Apologies**

Apologies for absence were presented on behalf of Councillors B Ackers (Fylde), B Foster (Burnley), J Berry (Chorley), L McInnes (Rossendale), R Newman-Thompson (Lancaster) and D Wilson (Preston).

#### **13. Disclosure of Pecuniary and Non Pecuniary Interests**

County Councillor Michael Welsh disclosed a non-pecuniary interest in item 4 (Fylde Coast Consultation) on the grounds that he was a member of the Governing Body of Lancashire Teaching Hospitals NHS Trust.

#### **14. Minutes of the Meeting Held on 27 November 2012**

The minutes of the Health Scrutiny Committee meeting held on the 27 November 2012 were presented and agreed.

**Resolved:** That the minutes of the Health Scrutiny Committee held on the 27 November 2012 be confirmed and signed by the Chair.

#### **15. Fylde Coast Consultation: 'Improving Patient Care - The Next Steps'**

The Chair welcomed guests from the NHS:

- Pat Oliver – Director of Operations, Blackpool Teaching Hospital Foundation Trust
- Dr Nigel Randall – Consultant , Blackpool Teaching Hospital Foundation Trust
- Roy Fisher – Chairman, Blackpool Clinical Commissioning Group
- Wendy Swift, Director of Transformation, Blackpool Teaching Hospital Foundation Trust
- Dr Tony Naughton, GP, Wyre and Fylde Clinical Commissioning Group
- Ian Treasure, Deputy Director of Quality and Engagement, NHS Blackpool

She also welcomed County Councillors L Oades and B Winlow, who were not members of this committee but as councillors representing Fylde East and Preston West respectively had a particular interest in this item. In accordance with Procedural Standing Order 19(1) the Committee gave consent for them to speak at this meeting.

Consultation proposals developed by GPs and hospital clinicians in Blackpool, Fylde and Wyre were presented to the Committee.

Roy Fisher and Pat Oliver used a PowerPoint presentation to explain the reasons why the review of elderly care rehabilitation services across the Fylde Coast had been undertaken, the proposals now being put forward, and the benefits and impact of those proposals. It was also explained how the consultation would be conducted and what would happen following its conclusion. A copy of the presentation is appended to these minutes.

There was to be a series of public meetings and public information stands across the Fylde Coast. More information could be found via the following website [www.bfwh.nhs.uk/consultation](http://www.bfwh.nhs.uk/consultation)

The consultation document attached at Appendix A to the report now presented outlined the main aims of a new five year plan, which would be to:

- Improve care provided in community premises and in people's homes to reduce the need for hospitalisation whenever and wherever it is possible to do so.
- Use the latest technology to support and monitor patients' conditions outside of a hospital setting.
- Identify those patients most at risk of developing an illness and provide support to them to prevent more serious illness occurring which could require an urgent or emergency hospital stay.
- Improve integration of health and social care services to help support the patient's range of health and social care needs.

The consultation exercise began on 8 November and would run until 31 January.

Councillors were invited to ask questions and raise any comments in relation to the report, and a summary of the discussion is provided below:

- Some members felt strongly that the services which had been provided by Wesham hospital were excellent and that, as a purpose built facility provided to serve rural Fylde, it should not have been closed.
- There was concern that the Fylde Coast, in particular, had an ageing population and yet there was to be a reduction of 12 beds. Also rural Fylde was a large area and it was proposed to close the only hospital (Wesham) in that area; the alternatives (Fleetwood and Clifton) were some distance away and not well served by public transport; the bus service to Lytham from rural Fylde was described as "awful", yet there were good transport links to Wesham. It was feared that the people of rural Fylde could be isolated. There was much concern that Wesham Hospital had been temporarily closed without any consultation.
- It was acknowledged by the NHS that transport was considered by the public to be an important issue which had been raised at every consultation meeting. The NHS was currently working with transport providers and speaking to the NHS in East Lancashire who had encountered similar issues following service changes in that area.
- The point was made that rehabilitation is regarded as a specialist service and there is an increasing recognition that people have to travel to receive specialist services.
- One member suggested that the reasons behind the closure of Wesham Hospital were purely financial and that she had seen documents previously which supported that view. This was refuted by the NHS who assured the Committee that the decision was based on clinical issues.
- It was explained that Wesham had been developed at a time when there was a Community Trust, and community care had then been the preferred model; a combination of changes, including developments in medicine and the introduction of the European Working Time Directive had had now made that model unsustainable.

- Members were assured that the size of the ageing population in Fylde had been well recognised at the start of this process. Rehabilitation was now considered to be a specialist discipline and aggressive intervention at an early stage improved outcomes. It was not possible to provide the necessary level of input with multiple sites. It was considered important to return people home from hospital as soon as possible and the ability to achieve that would be affected if services were spread too thinly.
- Quality of service was important and it was recognised that ease of access would be affected by centralising services, however a patient's stay in hospital would be shorter and it was intended to get people home better and quicker. There was to be increasing care of people in their homes, and a reduction in hospital beds was just one component of this change in service delivery.
- It was intended to bring together all facets of the rehabilitation service including consultants, nurses, physiotherapists, occupational therapists and a need to ensure that there were no breaks in the provision of those services for example owing to annual leave or sickness.
- It was noted that the consultation document made little reference to the use of Telecare and Telemedicine, however the Committee was assured that the benefits of such technology were well recognised and such technologies were being developed. Much was possible by way of monitoring people in their own home and the NHS was keen to use this approach.
- The NHS also acknowledged the point that it was important to develop common services and integrate these with social care services provided by the local authority. They were working closely with social services on this.
- It was explained that it was better to concentrate clinical skills on one site; this would also avoid the need for clinicians to spend wasted time travelling between sites.
- In response to comments about the long delay starting the consultation following the temporary closure of Wesham Hospital it was explained that the introduction of the 'Lansley tests' and the Health Service reforms had contributed to the delay.
- Some members felt strongly that the consultation had been badly conducted with meetings being held just before Christmas when it was cold and dark, and when people were unlikely to attend. In response, it was explained that further events were currently being arranged.
- The Committee was assured the NHS was investing significantly in the relevant computer systems to ensure that they were compatible with each other.
- One member suggested that consultant-led services should be split between two sites; Clifton and Rossall. In response it was explained that such a split would not be possible given the financial pressures and the number of consultants available within the specialism. There was an expectation that patients would travel to the specialist centre just once; it was accepted that family would wish to visit, but the priority was patient care and the need to improve patient outcomes within financial constraints.
- Regarding the population spread between coastal Fylde and rural Fylde, the NHS estimated that at least two thirds of the 300,000 population resided on the

coastal strip. There was some concern that the NHS did not appear to have done a more thorough piece of work on the spread of the population across the relevant area.

- Members were informed that the full business case behind the proposals was available on the website: [www.bfwh.nhs.uk/consultation](http://www.bfwh.nhs.uk/consultation) (click on 'consultation document'). There was no correlation between which hospitals patients accessed and where they lived.

The Chair thanked the officers for attending and sought their assurance that views expressed by members would be taken into account. It was also agreed that a further report would be brought back to the Health Scrutiny Committee regarding the outcome of the consultation.

**Resolved:** That:

- i. The views expressed by members of the Health Scrutiny Committee be noted by the NHS; and
- ii. A further report about the outcome of the consultation on elderly care rehabilitation services across the Fylde Coast would be brought back to the Health Scrutiny Committee at an appropriate time.

## **16. Update on the Transfer of Public Health to Lancashire County Council**

The report was presented by Debs Harkins, Director of Health Protection and Policy. It gave an overview of the transfer of public health from the NHS to Lancashire County Council on 1 April 2013. It set out progress with the transfer to date and identified the action that would need to take place in order to achieve safe transfer of responsibility for public health functions.

It was reported that the County Council had now heard it was to receive an allocation of just under £58m to fund its new Public Health responsibilities from 1 April 2014 which now also included infection prevention and control.

This was not new money just sufficient to enable the commitments to successfully transfer from the NHS to the County Council. This involved some 80-85 full time equivalent employees. Much recruitment work was ongoing and it was expected that the new structure would be filled by the end of January ready for the transfer from 1 April. The transfer schedule would be considered by Cabinet on 7 February.

It was acknowledged that the County Council, in taking responsibility for Public Health, now had an opportunity to do things differently, for example it was recognised that in terms of addressing health inequalities it was often the case that people often did not have just one unhealthy behaviour and there was therefore a need to join-up services and deal with **all** such behaviours. There was also good

evidence that focus on workplace health provided real opportunities to embed workplace practices.

Three PCTs were currently commissioning services separately; the county council, as one commissioner, would have the opportunity to increase efficiency and effectiveness. A health needs assessment would be done as appropriate to determine whether relevant services should be commissioned on a Lancashire-wide footprint or a more local footprint. A work plan would be jointly developed with Clinical Commissioning Groups and District Councils.

It was confirmed that it was still intended to appoint a Director of Public Health and the Chief Executive was considering whether there were any opportunities in light of the recent announcement that the Executive Director of Adult and Community Services was to be appointed Director of the NHS Commissioning Board (Lancashire Area Team).

**Resolved:** That,

- i. Progress to date with the development of a local public health service within the County Council and the timetable for transfer be noted; and
- ii. Further update reports be brought to the Health Overview and Scrutiny Committee following the transfer of Public Health to the County Council from 1 April 2013.

## **17. The County Council's Budget 2013/14**

A link to the agenda and minutes of the Cabinet meeting held on 3 January 2013 at which the County Council's Budget for 2013/14 was considered had been provided for information. 2013/14 was the final year of the three-year Budget that had previously been scrutinised and there were no significant developments which fell within the remit of the Committee.

**Resolved:** That the report be noted.

## **18. Report of the Health Scrutiny Committee Steering Group**

On 30 October the Steering Group had met with Dr Ann Bowman the Chair of the Greater Preston Clinical Commissioning Group (CCG) and Louise Giles engagement officer for both Greater Preston and Chorley and South Ribble CCG to discuss their integrated commissioning plans and the relationship between their CCG and the Committee. A summary of the meeting was at Appendix A to the report now presented.

On 20 November the Steering Group had met with Dr Mike Ions the Chief Clinical Officer and Di Van Ruitenbeek Chair of the East Lancashire CCG to discuss their



integrated commissioning plans and the relationship between the CCG and the Committee. A summary of the meeting was at Appendix B to the report now presented.

**Resolved:** That the report of the Steering Group be received.

## **19. Recent and Forthcoming Decisions**

The Committee's attention was drawn to forthcoming decisions and decisions recently made by the Cabinet and individual Cabinet Members in areas relevant to the remit of the committee, in order that this could inform possible future areas of work.

Recent and forthcoming decisions taken by Cabinet Members or the Cabinet can be accessed here:

<http://council.lancashire.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

**Resolved:** That the report be received.

## **20. Minutes of the Joint Lancashire Health Scrutiny Committee**

The Joint Lancashire Health Scrutiny Committee was next due to meet on 22 January 2013. The agenda and minutes of that meeting would be available via the following link for information.

<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=684>

**Resolved:** That the report be received.

## **21. Urgent Business**

No urgent business was reported.

## **22. Date of Next Meeting**

It was noted that the next meeting of the Committee would be held on Tuesday 5 March 2013 at 10.30am at County Hall, Preston.

I M Fisher  
County Secretary and Solicitor

County Hall  
Preston





**ARTICLE NO: 1B**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE:**

**MEMBERS UPDATE 2012/13  
ISSUE: 4**

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**Article of: Borough Solicitor**

**Relevant Managing Director: Managing Director (People and Places)**

**Relevant Portfolio Holder: Councillor Sudworth**

**Contact for further information: Mrs. J.A. Ryan (Extn 5017)  
(E-mail: [jill.ryan@westlancs.gov.uk](mailto:jill.ryan@westlancs.gov.uk))**

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**SUBJECT: MINUTES OF THE LANCASHIRE POLICE AND CRIME PANEL**

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Wards affected: Borough wide

#### **1.0 PURPOSE OF ARTICLE**

- 1.1** To advise Members of the Minutes in connection with the Lancashire Police and Crime Panel held on 17 December 2012 for information purposes.

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#### **2.0 BACKGROUND AND CURRENT POSITION**

- 2.1** To keep Members apprised of developments in relation to the Lancashire Police and Crime Panel in Lancashire.

#### **3.0 SUSTAINABILITY IMPLICATIONS**

- 3.1** There are no significant sustainability impacts associated with this update.

#### **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 4.1** There are no financial and resource implications associated with this item except the Officer time in compiling this update.
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## **Background Documents**

There are no background documents (as defined in Section 100D (5) of the Local Government Act 1972) to this report.

## **Equality Impact Assessment**

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

## **Appendices**

Minutes of the Lancashire Police and Crime Panel – 17 December 2012 -  
Appendix A

## **Lancashire Police and Crime Panel**

**Minutes of the Meeting held on Monday, 17th December, 2012 at 10.00 am in Cabinet Room 'C' - County Hall, Preston**

### **Present:**

#### **Chair**

Councillor K Hollern (Blackburn with Darwen Borough Council)

#### **Committee Members**

Councillor A Barnes, Rossendale Borough Council  
Councillor P Barton, Hyndburn Borough Council  
Councillor S Blackburn, Blackpool Council  
Councillor M Brindle, Burnley Borough Council  
Councillor M Chew, Fylde Borough Council  
Councillor J Cooper, Burnley Borough Council  
G Driver, Lancashire County Council  
Councillor D Eaves, Fylde Borough Council  
Councillor M Foxley, Pendle Borough Council  
Councillor P Gibson, Wyre Borough Council  
Councillor I Grant, West Lancs Borough Council  
Councillor P Mullineaux, South Ribble Borough Council  
Councillor P Rankin, Preston City Council  
Councillor M Ranson, Ribble Valley Borough Council  
Councillor D Smith, Lancaster City Council  
Councillor P Wilson, Chorley Borough Council  
Mr P Richardson, Independent co-opted member  
Mr S Vali, Independent co-opted member

Also in attendance

- Mr I Fisher, County Secretary and Solicitor - Lancashire County Council
- Mr R Jones, Assistant County Secretary - Lancashire County Council
- Mr M Neville, Senior Committee Support Officer - Lancashire County Council
  
- Mr C Grunshaw, Police and Crime Commissioner for Lancashire.
- Ms M Carruthers-Watt, Chief Executive – Office of the Police and Crime Commissioner.

#### **1. Apologies**

Apologies for absence were presented on behalf of Councillor M Thomas (Lancaster).

#### **2. Minutes of the Last Meeting**

**Resolved:** That the Minutes of the meeting held on the 26<sup>th</sup> November 2012 confirmed as an accurate record and signed by the Chair.

### **3. Briefing on the Police and Crime Plan**

With the agreement of the Chair the Police and Crime Commissioner made a statement with regard to a complaint which had been made against him in relation to alleged irregularities concerning expenses he had claimed whilst he was a member of Lancashire County Council and the Lancashire Police Authority.

The Secretary reported that in view of the nature of the complaint which had been received it would be referred to the Independent Police Complaints Commission for a decision regarding any investigation.

Ms Carruthers Watt presented a briefing regarding the proposed Police and Crime Plan and informed the Panel that following initial discussions with the Chief Constable and other partners the intention was for an initial draft Plan to be produced towards the end of December. The draft plan would then be subject to a consultation process which would include presentation to the Panel on the 12<sup>th</sup> February 2013.

**Resolved:** That the statement made by the Police and Crime Commissioner and the proposed timetable for the development of the Police and Crime Plan be noted.

### **4. Briefing in respect of the budget/precept process.**

Ms Kitto, the Chief Finance Officer for the Office of the PCC, circulated a briefing paper regarding the budget/precept process, a copy of which is set out in the Minute Book.

In considering the paper the Panel noted the following timescale associated with the budgetary process.

- the PCC must notify the Panel of the proposed precept by 1st February 2013;
- the Panel will review the proposed precept and make a report to the PCC (whether it vetoes the precept or not) by the 8<sup>th</sup> February 2013;
- in the event that the Panel vetoed the precept, the PCC would need to have regard to the Panel's report, respond to it and publish his response, including his revised precept, by the 15<sup>th</sup> February 2013;
- the Panel must then review the revised precept and issue a second report to the PCC by the 22<sup>nd</sup> February 2013;
- the PCC would then need to have regard to the second report, respond and publish his response, by the 1st March 2013.

**Resolved:** It was noted that the Police and Crime Commissioner would present the relevant budget information and proposed precept to the next scheduled meeting of the Panel for consideration.

### **5. Confirmation hearing in respect of the appointment of a Deputy Police and**

## **Crime Commissioner for Lancashire.**

The Chair adjourned the meeting for 10 minutes to allow all the members of the Panel an opportunity to familiarise themselves with the guidance in relation to the confirmation hearing process which had previously been circulated.

The meeting reconvened at 10.30am and the Chair briefly outlined the process which would be followed in relation to the confirmation hearing.

With the agreement of the Chair, Mr Grunshaw, the Police and Crime Commissioner, addressed the meeting and reminded the Panel that during the election he had stated his intention to appoint Mr Master as the Deputy Police and Crime Commissioner as he felt he had the necessary skills, knowledge and experience to fulfil the role. Mr Grunshaw asked the Panel to support the appointment.

Mr Master referred the members of the Panel to the contents of his personal statement and made reference to the experience and expertise which he felt he would bring to the position of DPCC.

When considering the appointment members of the Panel discussed the following points.

- Mr Master's membership of the Labour Party and his previous position as an independent member of the Lancashire Police Authority (LPA).

It was noted that membership of a political party did not disqualify Mr Master from being the DPCC and that the cross party Panel which had considered his appointment to the LPA had been aware of his political affiliations. It was also noted that members of the LPA were either appointed on the basis of being elected representatives (local councillors) or independent members.

- Whether Mr Master had sufficient experience/knowledge of the diversity of communities across Lancashire in order to ensure that he could deal with competing demands for resources in the future.

Mr Master referred to his previous work with local communities and the Voluntary Sector in addition to his experience of working as a member of the LPA which had all involved engagement with communities across Lancashire.

- The need to ensure that operational issues were kept separate from the monitoring role of the DPCC.

In response Mr Master referred to his experience as a member of the LPA and the professional working relationships he had developed both with the Chief Constable and other senior officers without compromising the need for independence.

- Whether given his other business/community activities Mr Master would be able to devote sufficient time to the role of DPCC.

Mr Master referred to how he felt he had been able to effectively divide his time when he was a member of the LPA and stated that being self employed he had a degree of

flexibility in terms of his work. He also reported that his family were able to provide support in terms of his business interests.

- Whether Mr Master had the necessary experience to fulfil the role of the DPCC.

Whilst acknowledging that the crime and justice element of the work of the PCC was new and would be challenging Mr Master stated that his experience as a member of the LPA in relation to dealing with senior officers in the Police, communication, consultation, engagement and the setting/managing of budgets would enable him to support the PCC.

- The potential impact of Mr Master's position as a Deputy Lieutenant on this work as the DPCC.

Mr Master informed the meeting that he had been appointed as a Deputy Lieutenant in relation to his community work and that felt the role had enabled him to engage with a variety of communities across Lancashire. He added that if successfully appointed as the DPCC he intended to resign as Deputy Lieutenant in order to hold a single public office.

- How Mr Master intended to take a lead on dealing with business crime.

In response Mr Master reported that from his experience of dealing with the business community he was aware of the issues regarding crime which directly affected them and had urged the PCC to take the needs of businesses into account in the future.

- The recent announcement of the appointment by the PCC of additional Assistant Commissioners who had been members of the LPA.

In response Mr Master reminded the Panel that the PCC had made the appointments in accordance with legislation.

- Clarification regarding the reference in the personal statement to the need to build bridges between the Police and communities.

Mr Master recognised that in the current economic climate there would be additional demands on Police resources and felt it was important to ensure that resources were used in an efficient/effective manner. He added that building bridges between policing and local communities would enable better communication and add value to the Police service and minimise waste.

As there were no further questions the Chair announced that the meeting would move into a closed session so that the Panel could consider the appointment. It was noted that once a decision had been made it would be relayed to the Office of the PCC and would be publicised within the next 5 days.

**Resolved:** That, following the holding of a confirmation hearing in accordance with the requirements of the Police Reform and Social Responsibility Act, 2011 the appointment of Mr Ibrahim Master as the Deputy Police and Crime Commissioner for Lancashire is approved.



**6. Urgent Business**

There were no items of urgent business for discussion at the meeting.

**7. Date of Next Meeting**

It was noted that the next scheduled meeting of the Police and Crime Panel would be held at 10.00am on the 29<sup>th</sup> January 2013 in Meeting Room 'A' at the Town Hall, Blackburn.

Ian Fisher  
Secretary to the Police and Crime Panel

Lancashire County Council  
County Hall  
Preston





**ARTICLE NO: 1C**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY COMMITTEE**

**MEMBERS UPDATE 2012/13  
ISSUE: 4**

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**Article of: Transformation Manager**

**Relevant Managing Director: Managing Director (Transformation)**

**Relevant Portfolio Holder: Councillor V Hopley**

**Contact for further information: Ms S Lewis (Extn. 5027)  
(E-mail: Sharon.lewis@westlancs.gov.uk)**

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**SUBJECT: FUTURE RESERVES 2020: DELIVERING THE NATION'S SECURITY  
TOGETHER - A CONSULTATION PAPER**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To notify Members that the Borough Council has responded to a consultation exercise issued by the Ministry of Defence (MoD) in relation to the Green Paper on the Future of Reserves in the Armed Forces. A copy of the response is attached at Appendix A.
- 

## **2.0 BACKGROUND**

- 2.1 In 2010 a Strategic Defence and Security Review (SDSR) was conducted which looked at the current structure of the Armed Forces in the UK.
- 2.2 As a result a number of changes were proposed in terms of the range and scale of future military forces; the skills required; together with the structure and use of reserve forces.
- 2.3 In order to meet the demands of the restructured approach to military forces including an enhanced use of the reserve forces, increased numbers of reserves with increased levels of training have been identified as a key factor.

- 2.4 To enable Reserve Forces to become a fully integrated part of the Armed Forces, the Government is seeking a new relationship with employers, which is open, based on mutual benefit and tailored to lessen the impact on employers in all sectors.
- 2.5 The MoD has issued a consultation exercise in relation to the proposals contained in the green paper Future Reserves 2010. The consultation focuses on three main themes the Government want to develop:
- Improving and managing the relationship between Defence, the employer and the Reservist:
  - Minimising the impact of mobilisation and deployment, and ;
  - Developing mutual benefit through reward, incentive and skills development.
- 2.6 The consultation exercise ended on 18<sup>th</sup> January 2013 and employers' responses were required through an online consultation form.

### **3.0 CURRENT POSITION**

- 3.1 On 12 December 2012, the Council's Human Resources Advisor, on behalf of the Transformation Manager, alerted all Councillors to the MoD consultation exercise and provided an opportunity for Members to contribute to the Council's overall response to the consultation exercise.
- 3.2 Responses on behalf of the Council have now been collated and the Transformation Manager following consultation with the HR Portfolio holder provided a response to the MoD in advance of the closing date, in accordance with the Scheme of Delegation. This has been done via an online form, however, questions and responses are appended as Appendix A for information.

### **4.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

- 4.1 There are no significant sustainability impacts associated with this article and, in particular, no significant impact on crime and disorder. The article has no significant links with the Sustainable Community Strategy.

### **5.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 5.1 There are no significant financial or resource implications arising from this article.

## **6.0 RISK ASSESSMENT**

6.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this article.

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### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Article.

### **Equality Impact Assessment**

The Article is for information only and does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

Appendix A – copy of questions and responses to the consultation



## Consultation Questions

### **The Army's Reserves**

Q.1. Given the changes we are proposing, do you agree that renaming the Territorial Army (TA) to 'Army Reserve' would better reflect the future roles and tasks of what is now the TA?

**R 1 Yes the Army Reserve title better describes how the MoD intends to utilise this part of the Armed Forces.**

### **Purposes of Mobilisation**

Q.2. Do reservists and employers support our proposals to extend mobilisation powers to non-war fighting operations such as conflict prevention activities overseas and standing commitments to garrisons abroad, such as the Falkland Islands? If not, what are the reasons for your views?

**R 2 The Council recognises the benefits of conflict prevention. Currently only a small number of staff would be affected, so it is not envisaged that there would be a significant impact on services were this to occur.**

Q.3. Do reservists and employers support the mobilisation of reservists on other extended overseas deployments and activities that fall short of operations? If not, what are the reasons for your views?

**R 3 The Council recognises the benefits of conflict prevention. Currently only a small number of staff would be affected, so it is not envisaged that there would be a significant impact on services were this to occur.**

### **Mandating Training**

Q.4. For employers, how significant would the proposed changes to reservist training be? What approach would best assist employers in managing any impact on their business? How much warning would an employer reasonably need to mitigate any impact?

**R 4 The impact of a block of 16 days mandatory training will mean an absence from the work place for an average full time employee of two working weeks and 2 days (including weekends as part of the 16 day allowance). The Council already provides for a two week absence with pay for the traditional T.A. summer camp training using the Council's special leave provisions ( 10 working days). This increase by two working days should not significantly increase any adverse impact on the Council's**

functions. However, consideration will need to be given as to whether this will be granted with pay or unpaid. The Council would also need to keep under review the amount of requests to ensure it maintains resource levels.

A planned timetable approach would be best to assist with the management of absences in the work place for reservist training. In addition to the 16 day block noted above, the additional several periods of 36 hour training provision should predominantly take place over weekends to minimise the impact of the need for employees to take annual leave etc from work. It would not be envisaged that any requests in addition to 16 day block would be granted with pay or as part of any special leave provision. To enable employers to manage this period of absence it would be helpful that as much advance notice of training dates as possible is provided so that adequate cover can be arranged to facilitate a release of the employee with as little impact on business as is feasible. A minimum of 3 months notice would be considered reasonable.

Q.5. For reservists, what notice of training would be considered reasonable? How could attendance be incentivised?

**R 5 Not applicable for the Council**

#### **Mobilisation Authority**

Q.6. Should all mobilisations require specific ministerial authorisation and immediate Parliamentary notification? Please give reasons for your answer.

**R 6 Mobilisation should be reasoned and purposeful so some senior level authorisation should be required to draw reservists out of their normal work place for substantial periods. However, whether decisions about the deployment of the Governments Armed Forces needs to be at Ministerial level is not a matter the Council have a strong view on, and will accept whatever is provided for within any legislative amendments.**

#### **Future Requirement for Regular Reserves**

Q.7. For employers, would a more formal but limited liability for regular reservists affect your perception of the attractiveness of regular service leavers? Please provide reasons for your answer.

**R 7 This requirement would not affect consideration for recruitment of ex regular service personnel. Local Government, as an employer recruits and appoints to vacancies on merit through the measurement of suitability of a candidate for a post against the post requirements, this requirement would not affect this process or be used as part of any selection criteria.**



Q.8. For members and former members of the Armed Forces, how could regular reservists be incentivised to maintain their contact details to allow efficient call out when necessary?

**R 8 Not applicable for the Council**

#### **Future Requirement for Sponsored Reserves**

Q.9. For employers, are there existing MOD (or other Government Department) policies, or provisions of UK or EU legislation that impact upon a proactive approach to the employment of reservists? If so, what are they?

**R 9 The Council is an Equal Opportunities employer and consequently would not positively discriminate in favour of reservists or any other specific sector of the workforce. However, proactive advertising could be permitted. This in turn would mean that any application would have to be considered on its merit in line with the 'Appointment on Merit' criteria provided by the Local Government and Housing Act 1989. This would prevent proactive appointment unless the individual could demonstrate they were the best candidate for the Job through an unbiased assessment of qualities against the requirements for the post.**

Q.10. For employers, do you have capabilities within your organisation which may be usefully transferable to the MOD through reservists (most likely, but not limited to, sponsored reservists)? If so, what are they?

**R 10 No**

Q.11. For employers, what are the perceived advantages and disadvantages of employing sponsored rather than volunteer reservists?

**R 11 Not applicable to the Council to respond as they do not have any frame of reference upon which to draw.**

#### **Defence Proposition for Employers**

Q.12. For employers, do you support our vision for improving and managing the relationship between Defence and employers in setting conditions for an open and sustainable relationship? If not, what are the reasons for your view?

**R 12 Yes this vision is supported.**

#### **National Relationship Management**

Q.13. For large employers, would a National Relationship Management scheme be helpful in improving the relationship with Defence? If not, what are the reasons for your view?

**R 13 The Council being a relatively small employer would not envisage the need for, or input to a National Relationship Management Scheme from its perspective.**

**Openness and Preventing Disadvantage to Reservists in the Workplace**

Q.14. For reservists, have you ever been disadvantaged in the civilian workplace on the basis of your reservist status? If so, how?

**R 14 Not applicable for the Council.**

Q.15. If an Employer Charter for Reserve Service was introduced, would this result in a positive, negative or neutral contribution in the development of a supportive working environment for reservists and reserve service, and why? What other measures would you suggest to achieve an employer environment that is supportive of reservists and reserve service?

**R 15 The Council already operates with a supportive Reservist Policy, so the signing up to the suggested Charter would not change anything within the workplace for reservists. However, the positive affirmation to supporting the reservists in the public domain could encourage larger numbers of applications from reservist, who may not know the Council is supportive. It would be important in the current climate of limited resources in Local Government that the process involved in signing up to a Charter is minimal.**

Q.16. Would legislation be an effective measure to mitigate reservists being disadvantaged in a civilian workplace on the basis of their reserve status?

**R 16 The Council is not aware of any evidence of a problem in relation to discrimination or disadvantage in the workplace.**

**Legislation would open up a potential for additional employment tribunal cases, to deal with claims which may or may not be genuine. This may have a direct impact on all employers who already face a large number of potential discrimination legislation claims. The Council would like to see evidence that justifies that discrimination does indeed take place purely on the basis of a candidate's reservist status before this status should be protected by specific anti discrimination legislation.**

**The Public Sector and the Largest Employers**

Q.17. Should we expect all public sector employers to provide the level of support to reservists that the Civil Service has recently committed to? What more could be done to support self-employed reservists?

**R 17 The Council already fulfils most of the requirements identified in the Civil Service commitments. However, this Policy is manageable because of**

**the small number of reservists the Council employs. Should this number increase, the impact of this policy would be greater and potentially more costly.**

**The financial position of the public sector is different to that of civil service and a voluntary approach should be encouraged across public sector organisations rather than a mandatory one to take account of local issues and needs, which fits better with the Localisation agenda.**

#### **Self-Employed and Unemployed**

Q.18. What more could be done to make reserve service attractive to the self-employed?

**R 18 Not applicable for the Council to comment.**

Q.19. What more could be done to make reserve service attractive to the unemployed?

**R 19 In the same way as Job Seekers are required to demonstrate a willingness to apply for jobs to qualify for allowances, perhaps this could also be applied to mandatory requirements to put suitable candidates forward for reservist service to qualify for allowances.**

**Equally any allowance payable for reservist services could be made free from assessment for benefits etc.**

#### **Minimising the impact of Mobilisation and Deployment**

Q.20. What type and level of support is required for employers in order to minimise any impact of the absence of their reservist employees? How should this vary for a) large employers, b) medium employers, c) small employers, d) micro businesses and e) the self-employed?

**R 20 The Council is an employer of approximately 600 staff. The support provided by SaBRE website and information has been adequate to date for issues that have arisen in this area. However if the Reservist population is to expand and a greater number of people are mobilised, a regional strategic contact point to offer advice assistance and liaison to employers and coordinate mobilisations on a regional basis would be beneficial.**

**It is considered by the Council, that the smaller the employer the more support in terms of HR policy development and implementation would be required. It is also considered that there should be specialist advisory contacts to deal with issues that would be particular to the type of employer concerned i.e. large, medium, small, self employed etc., as each group will have different issues.**

Q.21. How could we factor in different civilian employment options into reserve service to take account of a) large employers, b) medium employers, c) small employers, d) micro businesses and e) the self-employed?

**R 21 The Council is unable to comment on this question as the question is unclear**

### **Incentives and Recognition**

Q.22. Would our proposed tiered “Kitemark” type scheme provide meaningful recognition to supportive employers? If not, what other options would you propose and how might these differ for a) large employers, b) medium employers, c) small employers, d) micro businesses and e) the self-employed?

**R 22 The Council would see that a Kitemark and award standard could be attractive to some employers. However, as this Council is already supportive, having to demonstrate evidence to achieve an award or accreditation would not be an additional incentive to this Council.**

### **Non-Financial Benefits**

Q.23. Do you agree with the assessment of the potential value and benefits that members of the Reserve Forces bring to their organisation? If not, what are the reasons for your view?

**R 23 The Council believes that in some instances, the assessed potential value to the employer from the enhanced skills obtained from the training and development the reservist receives, can be transferable back into the civilian organisation. However, as training is very often specific to the role a person is employed in and not of a generic nature, there is not always a vast amount of transferable value in the training provided for one aim to be utilised in another area.**

**The training provided by the MoD likewise will be targeted at what the individual is required to deliver within their role as a reservist. This is often nothing like the role they fulfill in the workplace. Consequently whilst the Council can see in some instances that the claims are valid, it should also be recognised that there is a limited benefit to employers from reservist training, that should not be over sold, as this may in fact discourage employer participation.**

### **Our Aspirations for Skills Development**

Q.24. To what extent would accredited reservist training be of value to a) large employers, b) medium employers, c) small employers, d) micro businesses, e) the self-employed and f) the unemployed? What specific competencies would be considered to be particularly attractive?

**R 24 The Council believes that accredited training that could be measured against a nationally recognised framework would be beneficial to all employers regardless of the size. This would provide an opportunity for employers to assess the actual benefits reservist training provides when the reservist comes back to the organisation by comparing recognised skills and qualification against their own industry standard qualification framework.**

Q.25. Would employers, potential reservists and higher education establishments support closer relationships between graduate training schemes and reservist training for students?

**R 25 The Council is keen to develop and promote graduate training schemes and would be interested in exploring the benefits of partnership working in this regard.**

Q.26. Would employers support close relationships with the MOD through Apprenticeship schemes? What scope do you see in incorporating relevant accredited skills and experience gained through reserve service within company apprenticeship schemes? What would these schemes look like?

**R 26 The Council is keen to develop and promote apprenticeship training schemes and would be interested in exploring the benefits of partnership working in this regard.**

Q.27. How beneficial would a) large employers, b) medium employers, c) small employers and d) micro businesses find feedback from Defence on a reservist following deployment on an annual basis?

**R 27 The Council would welcome feedback and evaluation on a reservist from the MoD, within the legislative requirements of the Data Protection Act. This would enhance the relationship between the reservist the MoD and the employer and provide a rounded and integrated framework for the relationship to flourish. This facility would also provide for the employer to adequately evaluate the true benefits of the reservists training activities etc and provide additional insight into the additional roles and skills an employee may possess. This can potentially lead to organisational service developments utilizing skills of individual employees and career enhancement opportunities for the individual concerned.**

Q.28. Would employers attend, or to send key staff on, regionally based employer awareness schemes? Would their attendance be significantly influenced by the opportunity to gain civilian accredited leadership and team building experience?

**R 28 The Council would be interested to learn more about these initiatives and would be minded to consider the reservist service as a training provider in this area if it was cost effective.**

**Delivering the Proposition to the Volunteer Reserves**

Q.29. For reservists, do you agree with our revised proposition (as set out in more detail in Annex F) for reservists? What aspects of this would you modify?

**R 29 Not applicable for the Council to respond.**

**Future Training**

Q.30. For current and potential reservists, how do you view the proposed training regime, in particular the requirements to complete a) stipulated levels and duration of training and b) to attend specific training events?

**R 30 Not applicable for the Council to respond.**

**Health, Welfare and Mental Health Support**

Q.31. What other measures could we consider to ensure reservists and their families are provided with appropriate health, welfare and mental health support, particularly after a) an operational deployment and b) as the reservist returns to civilian employment?

**R 31 Not applicable for the Council to respond.**

**Family Support**

Q.32. For families of current reservists, what would you like to see in terms of a) improvements to the current provision of services to you, and b) additions to the current provision of services to you?

**R 32 Not applicable for the Council to respond.**



**ARTICLE NO: 2A**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY COMMITTEE**

**MEMBERS UPDATE 2012/13  
ISSUE: 4**

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**Article of: Assistant Director Housing and Regeneration**

**Relevant Managing Director: Managing Director (Transformation)**

**Relevant Portfolio Holder: Councillor V Hopley**

**Contact for further information: Mrs G Sands (Extn. 5151)  
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**SUBJECT: RESULTS FROM SURVEY OF TENANTS AND RESIDENTS (STAR)**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To provide Members with the results of an independent Tenant Survey in respect of services offered by the Council as a Landlord.
- 

## **2.0 BACKGROUND**

- 2.1 The Housing & Regeneration Service is keen to understand how its tenants feel about key services it offers as a Landlord. The feedback received is then used by the service area to influence future service delivery.
- 2.2 MEL Research Ltd were commissioned to carry out the survey on behalf of the Council in June this year, with the evaluation report being available from September 2012.
- 2.3 The survey, a Survey of Tenants & Residents (STAR), is used widely in the Social Housing Sector, and includes a number of CORE questions which each organisation asks. This provides an opportunity to compare our results to those of other social landlords taking part.
- 2.4 Overall this years results are positive with almost 9 out of 10 tenants surveyed stating that they are happy with the service provided by the Council as a landlord and just over 8 out of every 10 tenants told us that they are happy with the repairs service. We will expect to see this improve as new initiatives such as the new appointment system, new maintenance contractors and the introduction of mobile technology helps improve the efficiency and effectiveness of this service.

2.5 The full survey results are appended to this members update as Appendix 1.

### **3.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

3.1 There are no significant sustainability impacts associated with this article and, in particular, no significant impact on crime and disorder. The article has no significant links with the Sustainable Community Strategy.

### **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

4.1 There are no significant financial or resource implications arising from this article.

### **5.0 RISK ASSESSMENT**

5.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report.

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### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

### **Equality Impact Assessment**

The Article does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

Appendix 1 - *MEL Research STAR Survey Results 2012.*



# Using evidence to shape better services



Wastes & resources management



Community safety & neighbourhood policing



Sure Start & Children's Centres



Healthy communities



Affordable housing

Active citizens & customer research



Local Authority research & evaluation



**STAR Survey 2012**

**West Lancashire Borough Council**

**July 2012**

**FINAL REPORT**

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## Project details

<b>Title</b>	STAR Survey 2012
<b>Client</b>	West Lancashire Borough Council
<b>Project number</b>	12098
<b>Author</b>	Karen Etheridge
<b>Contract Manager</b>	Karen Etheridge

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## 1) Introduction

STAR Survey replaces the STATUS Survey, providing Local Authorities and Registered Social Landlords with the opportunity to be more flexible in their choice of methodology and selection of questions when undertaking their customer satisfaction surveys. The survey was commissioned in order to gain an understanding of the levels of satisfaction West Lancashire Borough Council tenants have with their homes and the associated services provided by them. General Needs tenants and Sheltered Housing tenants were both surveyed as part of this project.

### Method

The survey was conducted by telephone survey. The fieldwork began on the 6<sup>th</sup> June 2012 and finished on the 22<sup>nd</sup> June 2012 (3 weeks). In total, 936 interviews were undertaken with General Needs and Sheltered tenants, with quotas set for general needs tenants to get a representative sample. Table 1 shows a breakdown of completed interviews each week:

**Table 1: Breakdown of completed interviews**

WEEK ENDING	General Needs	Sheltered	TOTAL (to date)
<b>TARGETS</b>	<b>536</b>	<b>400</b>	<b>936</b>
<b>08/06/2012</b>	310	0	<b>310</b>
<b>15/06/2012</b>	521	267	<b>788</b>
<b>22/06/2012</b>	536	400	<b>936</b>
<b>TOTALS TO DATE</b>	<b>536</b>	<b>400</b>	<b>936</b>
<b>CONFIDENCE LEVELS</b>	<b>-/-4%</b>	<b>-/-4%</b>	<b>+/-2.95%</b>

The total number of responses is sufficient to satisfy requirements as set out in the STAR guidance in order to give statistical validity to the results at +/-4% for each group (at a 95% confidence level) and can provide further analysis of General Needs and Sheltered tenants responses. Overall responses across the two groups give us results accurate to +/-2.95%.

### Analysis

The results of the 2012 Survey of Tenants and Residents (STAR) are presented in this report. The General Needs results have been weighted by age to ensure results are representative. This was based on the 2010 mid year population estimates for West Lancashire. For each question we present the overall results for West Lancashire Borough Council, along with any previous results from surveys (where possible) to show changes over time. The results are then presented by General Needs tenants and Sheltered tenants. To provide further insight into the results, analysis by demographic groups has been undertaken and where statistically significant differences occur these have been drawn out in the report. We have not included any

analysis of ethnicity data due to the tiny number of ethnic minority responses. However, results for all groups have been provided in a separate document for West Lancashire Borough Council, should they wish to do any further analysis.

Owing to the rounding of numbers, percentages displayed visually on graphs in the report may not always add up to 100% and may differ slightly when compared with the text. The figures provided in the text should always be used as the authoritative results. For some questions, respondents could give more than one response (multiple choice). For these questions, the percentage for each response is calculated as a percentage of the total number of respondents and therefore percentages do not add up to 100%.

## 2) Executive Summary

### Benchmarking: Performance against previous results

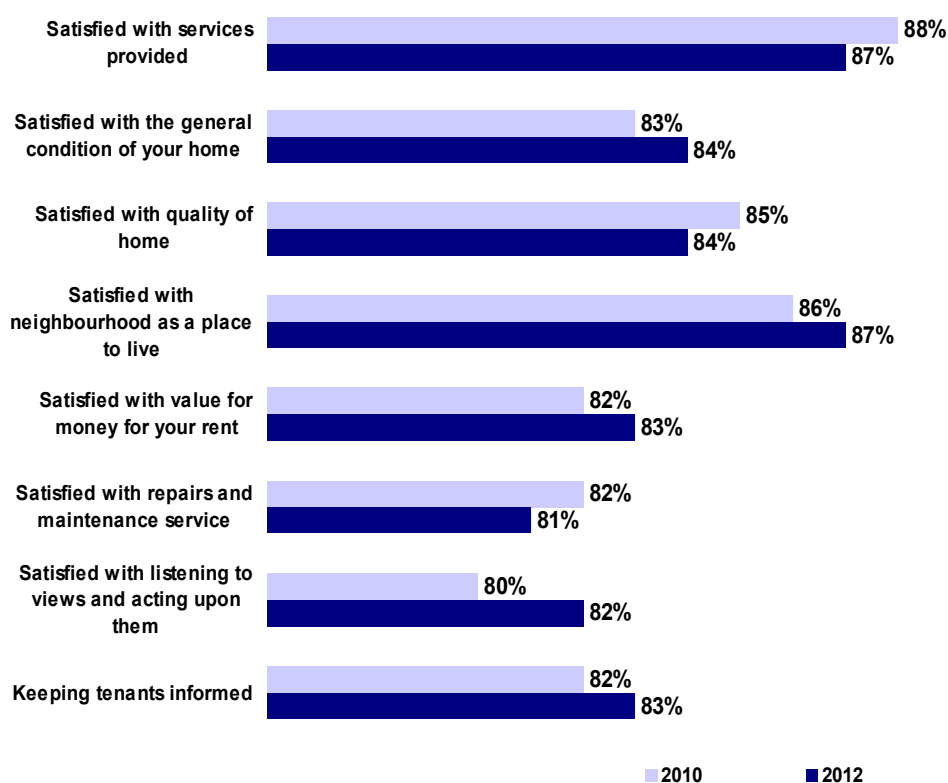
Table 2 compares key findings from this survey against the 2010 and 2012 survey results.

Table 2: Key results for West Lancashire Borough Council for 2012 and 2010 (excluding no opinion results/ don't know responses)

Measure	2012 (%)	2010 (%)	Difference
Satisfied with services provided	87	88	-1%
Satisfied with the general condition of your home	84	83	+1%
Satisfied with quality of home	84	85	-1%
Satisfied with neighbourhood as a place to live	87	86	+1%
Satisfied with value for money for your rent	83	82	+1%
Satisfied with repairs and maintenance service	81	82	-1%
Satisfied with listening to views and acting upon them	82	80	+2%
Keeping tenants informed	83	82	+1%

The 2012 results are very positive, with all indicators over 81%. There seems to be very little change at all since 2010, with only very minor changes (with most only 1% either way). Satisfaction with the neighbourhood as a place to live and the overall services provided by West Lancashire Borough Council are the highest of all indicators (87%). Satisfaction with repairs and maintenance service is lowest at 81%, but this is still extremely positive.

Figure 1: Key results for 2012 and 2010 (excluding no opinion/don't know responses)



## Benchmarking: Performance against similar providers

As STAR is a relatively new survey and results are not publicly available at the time of writing this report, it is difficult to obtain benchmark information to allow comparisons to be made against other similar housing providers. There is very little up to date information on Housemark at the present time, so we have used the most up to date results (2010/11–2011/12) comparing housing providers in the North West (31 organisations in total) with combined General Needs and Sheltered Housing results.

These results have been included for guidance at this moment in time and need to be used with caution due to the timeframes of the data. It would be advisable to identify a list of comparator organisations against whom West Lancashire Borough Council wishes to compare them to in future. We are not able to gain information on all the indicators provided in Table 2.

**Table 3: 2012 results for West Lancashire Borough Council against similar housing providers (2012) (ex no opinion results)**

Measure	WLBC		Quartile		
	% sat	Quartile	Upper	Median	Lower
Satisfied with services provided	87%	Q2	89.5%	86.2%	84.52%
Satisfied with quality of home	84%	Q4	89.13%	86.87%	84.75%
Satisfied with neighbourhood as a place to live	87%	Q1	86.95%	83.30%	79.80%
Satisfied with value for money for your rent	83%	Q2	86%	82%	79%
Satisfied with repairs and maintenance service	81%	Q3	86.16%	81.84%	79.02%
Satisfied with listening to views and acting upon them *	82%	Q1	74.49%	70.03%	67.36%

\*NB. This question was phrased differently in the benchmarking report

Results show that West Lancashire Borough Council is performing well across most indicators when compared to the benchmark group. Two indicators are in quartile 1 and 2 in quartile 2. The lowest indicator is quality of the home, which is in the lower quartile. However, these results need to be used as guidance only.

## Summary of survey findings

The following section provides a summary of the key findings from the survey results, identifying several key areas of success, along with some areas where further improvements can be made.

### Areas of success:

#### Contact with the council

Results in this section are generally very good, with the majority of results similar to or better than the 2010 survey results, showing that customer service continues to be of a high standard. Results have improved most with tenants finding the first person they spoke to was actually able to resolve their query (increased from 67% in 2010 to 81%). Results are also extremely high for finding staff helpful (94%) and satisfaction with the final outcome (77%).

## Repairs and Maintenance

Results in this section are again very positive, with almost all indicators similar to 2010 results. Results are most positive for the conduct of the workers, with 96% of tenants satisfied with their attitude and 94% satisfied that they keep dirt and mess to a minimum. We also find a high proportion of tenants are satisfied with the repairs and maintenance service (81%) in general.

## Communication and Information

Results in this section are very high and similar to the 2010 survey results, showing that West Lancashire Borough Council is very effective at keeping tenants informed (83%), and listening to tenants views (82%). The latter is even higher when we put this into a national context, as this is generally much lower than all other indicators, but this is not the case here. In terms of the benchmarking group, West Lancashire Borough Council is in the top quartile.

## Information about your household

Results in this section are also very positive, with high levels of satisfaction for the key satisfaction questions and again we find that most results are very similar to the 2010 survey. This shows that standards are being maintained at a high level.

## Areas for improvement:

### Repairs and Maintenance

Satisfaction with most elements of the repairs services are generally very positive. However, the proportion of tenants who said their repair was completed right first time/on the first visit has decreased since 2010, from 72% to 66%. Although not a major drop at this moment in time, this should be monitored to make sure this is not a trend. Satisfaction is also slightly lower for the processes before the repair work begins, with 81% satisfied with being told when workers would call and 82% satisfied with the time taken before work started. Key driver analysis for satisfaction with the repairs and maintenance service identifies these two elements of the repairs service as the strongest drivers of satisfaction. This provides us with further evidence that if these two elements can be improved, satisfaction with the repairs and maintenance service will improve. Repairs and maintenance is a strong driver across almost all key performance indicators, which would infer that if this indicator can be improved, most other indicators will also improve. In April 2012 the council entered into new Response Maintenance contracts with 2 new contractors DLP and JC Construction. As this survey took place in June 2012, tenants could be measuring performance against the old contractors. The new contractors are bringing in new ways of working including mobile technology so the council are hoping to see an improvement in service delivery. The result of this survey does not reflect the performance of the current contractors which are showing performance results of 96.61% satisfaction following a repair.



## Contact with the council

Although results are on the whole very positive in this section, we find that results are lower for tenants who found their query was not dealt with by the first person they speak to, with 30% finding it difficult to get hold of someone who could deal with their enquiry. These results suggest that frontline staff deal with the majority of issues very successfully, but where there are problems that they cannot deal with, tenants find it hard to find someone who can help them. There is not enough information to identify what is happening to cause these higher dissatisfaction levels, so further work on identifying what the issues may be will help to improve this indicator.

## Demographic differences

Across most key performance indicators, the 35-44 age group are less satisfied than other age groups. This correlates to the household makeup where we find that single person households under the age of 60 are also generally less satisfied than other household compositions. Further consultation work may be needed with these groups, to identify what is driving these lower satisfaction levels and what their expectations may be that are currently not being met.

## Summary of survey responses

This section provides a synopsis of all survey results.

## Contact with the council on a housing matter

Results in this section are generally good, but with some areas for improvement.

- 72% said they had contacted the council within the last 12 months, with the most common method of contact being **telephoning Customer Services** (63%).
- Satisfaction levels are generally high, with 81% saying the **first person they spoke to was able to resolve their query**.
- Just over half (53%) felt it was **easy to get hold of someone that could deal with their query**, whilst 30% said they found it difficult.
- 94% found **staff helpful**, whilst only 4% found them unhelpful.
- Satisfaction with the **final outcome of their query** was fairly high at 77%, whilst 16% were dissatisfied.

## Repairs and Maintenance

Results in this section are very good. Satisfaction with the repairs service is high for the conduct and behaviour of the workers, whilst slightly lower for the process prior to the repair taking place.

- 96% were satisfied with the **attitude of workers**.
- 94% felt the workers **kept dirt and mess to a minimum**.
- 91% were satisfied with the **effectiveness of repair team when they called**.

- 81% were satisfied with **being told when workers would call**.
- 82% were satisfied with the **time taken before the work started**.

## Communication and information

Results in this section are very positive.

- 82% are satisfied that West Lancashire Borough Council **listens to tenants views and acts upon them**, with 48% very satisfied and 34% fairly satisfied. 11% are dissatisfied.
- 83% feel that West Lancashire Borough Council is good at **keeping tenants informed about things that might affect them as a tenant**, with 51% feeling they are very good and 32% fairly good. 8% are dissatisfied.

## Information about your household

Results in this section are very positive. Results include:

- 87% are satisfied with the **services provided by West Lancashire Borough Council**, with 52% very satisfied and 35% fairly satisfied. 9% are dissatisfied.
- 84% are satisfied with the **overall quality of their home**, with 52% very satisfied and 32% fairly satisfied. 12% are dissatisfied.
- 83% are satisfied with the **general condition of their property**, with 46% very satisfied and 36% fairly satisfied. 12% are dissatisfied.
- 87% are satisfied with their **neighbourhood as a place to live**, with 60% very satisfied and 27% fairly satisfied. 9% are dissatisfied.
- 83% are satisfied that their **rent provides value for money**, with 49% very satisfied and 34% fairly satisfied. 7% are dissatisfied.
- 81% are satisfied with the way West Lancashire Borough Council **deals with repairs and maintenance**, with 50% very satisfied and 31% fairly satisfied. 13% are dissatisfied.

## Service priorities

The **neighbourhood as a place to live** is the top priority for tenants (53%), followed by **carrying out repairs and maintenance effectively** (51%) and **maintaining the overall quality of residents homes** (42%). In 2010, repairs and maintenance was top of the list, followed by the overall quality of your home and keeping residents well informed.

## Sheltered tenant services

The final section looked at Sheltered tenants only. Results in this section are very high, with low dissatisfaction levels. 94% are **satisfied with the services provided by the West Lancashire Borough Council**, with 69% very satisfied and 25% fairly satisfied. 3% are dissatisfied.

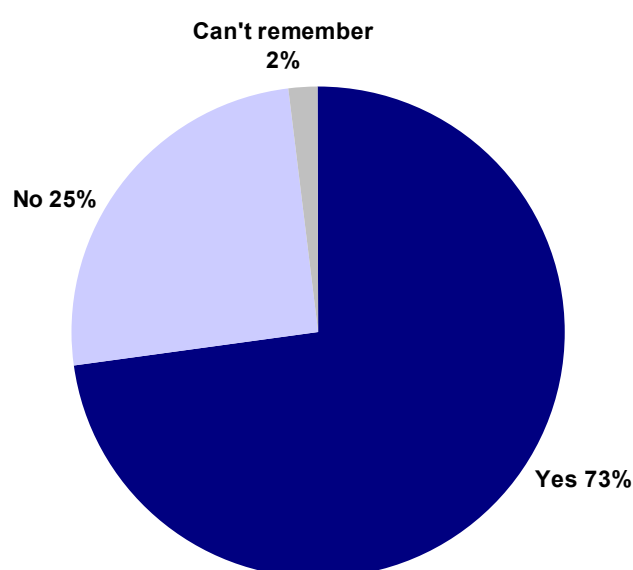
### 3) Contact with the council on a housing matter

This section looked at tenants' views and experiences of contacting the council about a housing matter in the last 12 months.

#### Contact with West Lancashire Borough Council in the last 12 months

Around three quarters of tenants (73%) said that they have been in contact with the council about a housing issue, in the last 12 months. A quarter (25%) said they had not been in contact. This has increased since the 2010 survey, where 65% had been in contact.

Figure 2: Contact with the council in the last 12 months (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- A higher proportion of General Needs tenants (77%) have been in contact with the council within the last 12 months, compared to Sheltered tenants (66%).
- A higher proportion of the 55-59 age group have been in contact with the council in the last 12 months (82%) than other age groups, whilst the over 85s have had the least contact (42%).
- Households with one adult under 60 were most likely to be in contact (85%), whilst households with one adult over 60 were least likely (65%).

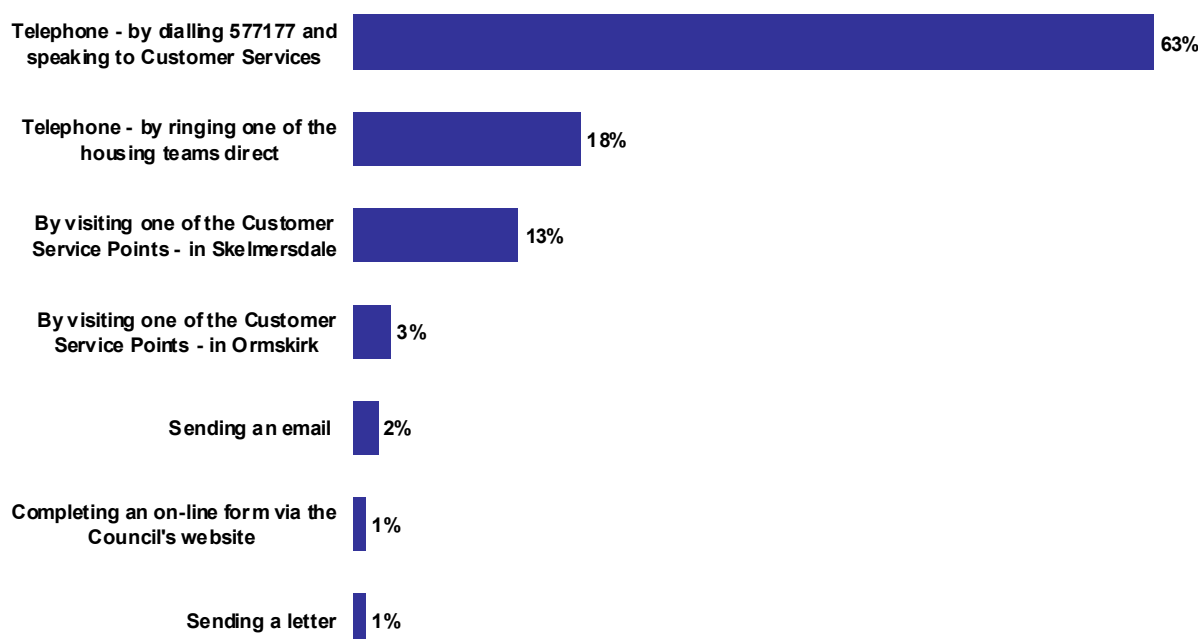
Table 4: Contact with the council within the last 12 months (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Yes	77%	66%	73%
No	21%	31%	25%
Can't remember	2%	3%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Method of contact

Tenants who had been in contact in the last 12 months, were then asked what method they used most recently to get in contact with West Lancashire Borough Council. The most popular method was **telephoning customer services** (63%). This was followed by **telephoning one of the housing teams direct** (18%). Therefore in total, 81% of tenants have contacted the council via telephone. The least popular methods were **sending a letter** (1%) and **completing an on-line form via the council's website** (1%).

Figure 5: Method of contact (sample base = 676 respondents)



When we look at socio-demographic groups, we find the following differences:

- A slightly higher proportion of Sheltered tenants (67%) telephoned Customer Services, compared to 61% of General Needs tenants. A higher proportion of Sheltered tenants (22%) telephoned the housing team direct compared to General Needs tenants (15%).
- The proportion of respondents visiting one of the Customer Service Points (in Skelmersdale) decreases as age increases, with the older age groups being more likely to use the telephone as a means of contact.

Table 5: Method of most recent contact (by tenure type)

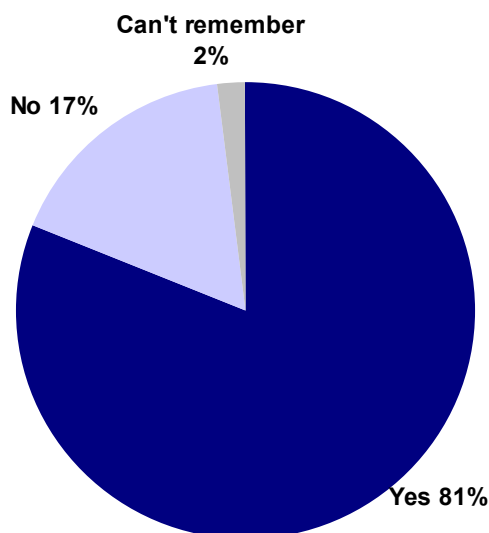
	General Needs	Sheltered	Overall
			(GN & Sheltered)
Telephone - by dialling 577177 and speaking to Customer Services	61%	67%	63%
Telephone - by ringing one of the housing teams direct	15%	22%	18%
By visiting one of the Customer Service Points - in Skelmersdale	18%	4%	13%
By visiting one of the Customer Service Points - in Ormskirk	2%	4%	3%
Sending an email	2%	2%	2%
Sending a letter	0%	1%	1%
Completing an on-line form via the Council's website	1%	0%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Satisfaction with customer service

Tenants who had made contact in the last 12 months were then asked to give their views on their experience.

The first question asked tenants whether **the first person they spoke to was able to resolve their query**. Around eight out of ten tenants (81%) said they were able to, whilst 17% said they were not able. This has improved since the 2010 survey, where 67% said their query was resolved at the first point of contact.

**Figure 6: Was the first person they spoke to able to resolve their query (sample base = 655 respondents)**



When we look at socio-demographic groups, we find the following differences:

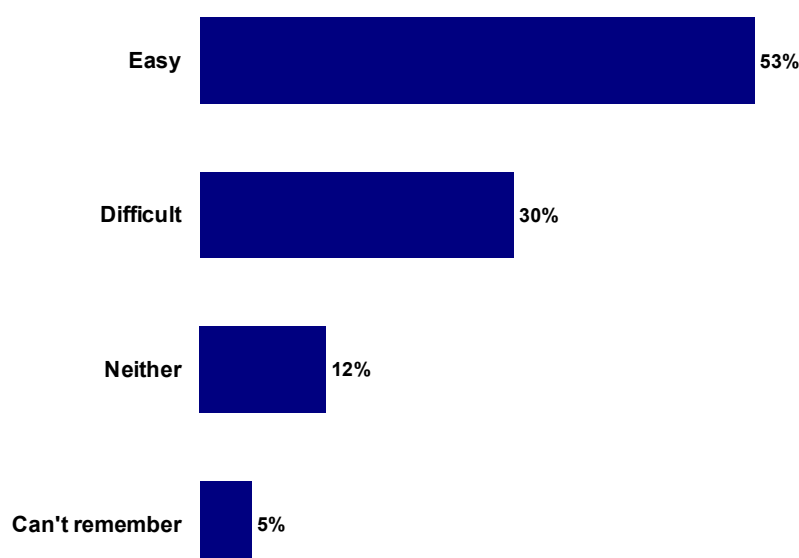
- A higher proportion of Sheltered tenants had their query resolved (85%) compared to General Needs tenants (78%)
- Resolution of queries was highest with the 85+ age group (95%) and lowest with the 35-44 age group (64%).

**Table 6: Was the first person they spoke to able to resolve their query when contacting West Lancashire Borough Council (by tenure type)**

	General Needs	Sheltered	Overall (GN & Sheltered)
Yes	78%	85%	81%
No	21%	12%	17%
Can't remember	1%	3%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Tenants who said that the first person they spoke to was unable to resolve their query, were then asked whether they **found it easy or difficult to get hold of someone who could deal with their enquiry**. Over half of the tenants (53%) said they found it easy, whilst three out of ten (30%) said they found it difficult. Results are not comparable with the 2010 results, as the question was asked to all tenants, not just those who did not have their query resolved by the first point of contact.

**Figure 7: Ease with which tenants could get hold of someone who could deal with enquiry (sample base = 125 respondents)**



When we look at socio-demographic groups, we find the following differences:

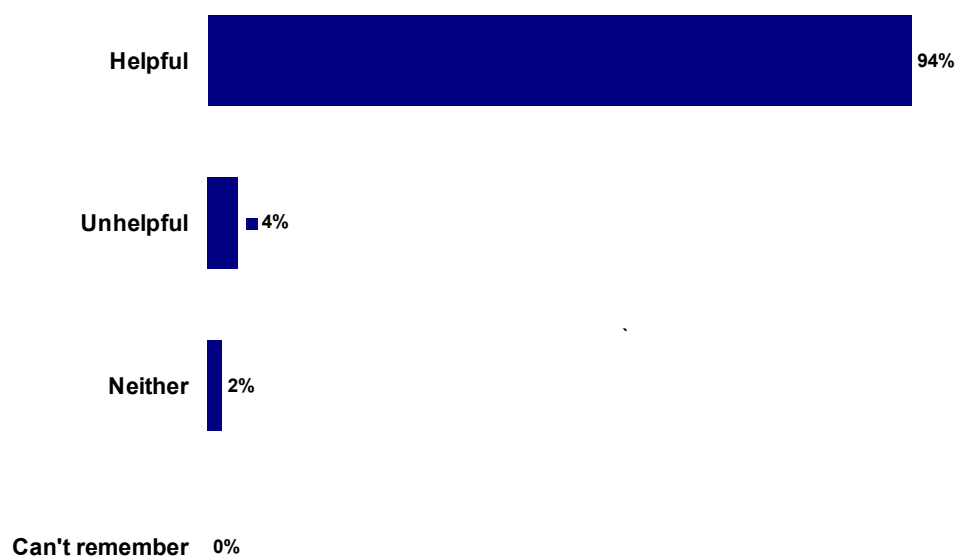
- Tenants aged 55-59 are the least satisfied of all age groups, with only 39% finding it easy to get hold of someone.
- A higher proportion of female tenants found it easy to get hold of someone than male tenants (56% compared to 49%).
- Households with one adult under 60 and households with three or more adults (16 or over) are the least positive (33% found it easy), whilst 1 parent families with child/ren (at least one under 16) were the most positive (61% found it easy).

**Table 7: Ease with which tenants could get hold of someone who could deal with enquiry (by tenure type)**

	General Needs	Sheltered	Overall
			(GN & Sheltered)
Easy	52%	54%	53%
Difficult	30%	30%	30%
Neither	13%	8%	12%
Can't remember	4%	8%	5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The next question asked whether tenants **found staff helpful or unhelpful**. Over nine out of ten tenants (94%) said they found staff helpful, whilst only 4% found them unhelpful. This has improved slightly since the 2010 survey, where 90% said that staff were helpful.

**Figure 8: Were staff helpful or unhelpful (sample base = 654 respondents)**

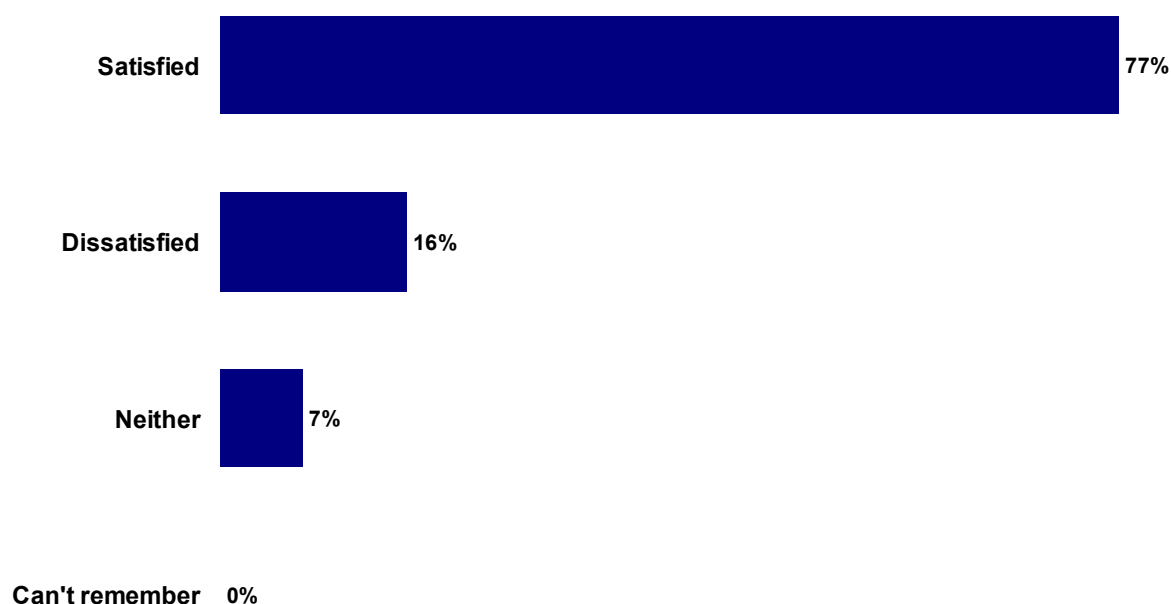


There is very little variation in satisfaction amongst socio-demographic groups.

**Table 8: Were staff helpful or unhelpful (by tenure type)**

	General Needs	Sheltered	Overall (GN & Sheltered)
Helpful	93%	95%	94%
Unhelpful	5%	2%	4%
Neither	2%	2%	2%
Can't remember	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Finally, tenants were asked whether they were **satisfied or dissatisfied with the final outcome**. Around three quarters of tenants (77%) were satisfied and 16% were dissatisfied. This is similar to the 2010 survey result (75% satisfied and 17% dissatisfied).

**Figure 9: Satisfaction with final outcome (sample base = 676 respondents)**

When we look at socio-demographic groups, we find the following differences:

- Sheltered tenants are more satisfied than General Needs tenants (82% compared to 74%).
- Generally speaking, older tenants are more satisfied than younger tenants. The 35-44 age group are the least positive (61% satisfied), whilst the 75-84 group are the most positive (87% satisfied).
- Households with two adults both under 60 are the most satisfied (85%), whilst 2 parent families are the least satisfied (65%).

**Table 9: Satisfaction with final outcome (by tenure type)**

	General Needs	Sheltered	Overall (GN & Sheltered)
Satisfied	74%	82%	77%
Dissatisfied	18%	11%	16%
Neither	8%	7%	7%
Can't remember	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Results in this section are generally very good, with many indicators similar to or improved since the 2010 survey. Results have improved most significantly for tenants finding the first person they spoke to was able to resolve their query. This has improved from 67% in 2010 to 81%. Results are also very good for finding staff helpful (94%) and satisfaction with the final outcome (77%). Results are lower for tenants who found their query was not dealt with by the first person they speak to - 30% of this group found it difficult to get hold of someone who could deal with their enquiry. These results suggest that frontline staff are well trained to resolve queries in the first instance, but problems may occur when they have to pass tenants to other departments to have their queries resolved. It would be interested to identify why this group of tenants have contacted the council to see whether there is a common theme.



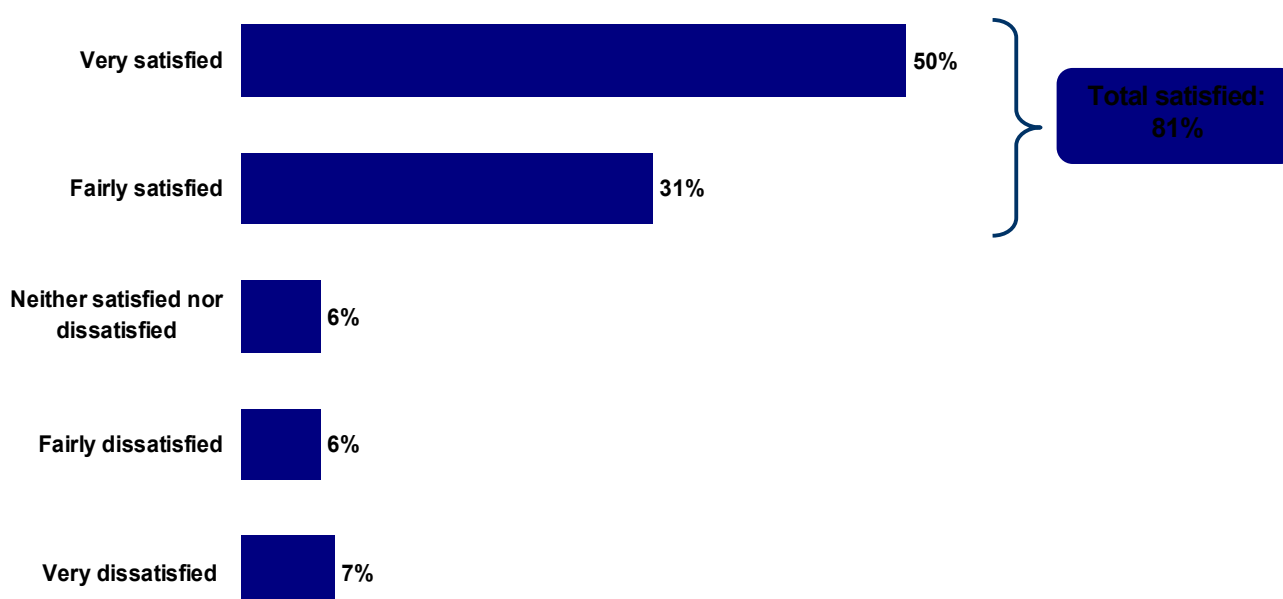
## 4) Repairs and Maintenance Service

The next set of questions looked at tenants' satisfaction with their recent repairs service.

### Satisfaction with repairs and maintenance service

Around eight out of ten tenants (81%) are satisfied with the way the council deals with repairs and maintenance, with 50% very satisfied and 31% fairly satisfied. Just 13% are dissatisfied. Results are almost identical to the 2010 survey, where 82% were satisfied.

Figure 10: Satisfaction with repairs and maintenance (sample base = 904 respondents)



When we look at socio-demographic groups, we find the following differences:

- Sheltered tenants are more satisfied than General Needs tenants (90% compared to 74%).
- Satisfaction increases with age, with 61% of the 16-24 age group satisfied, rising to 92% for the 75-84 age group

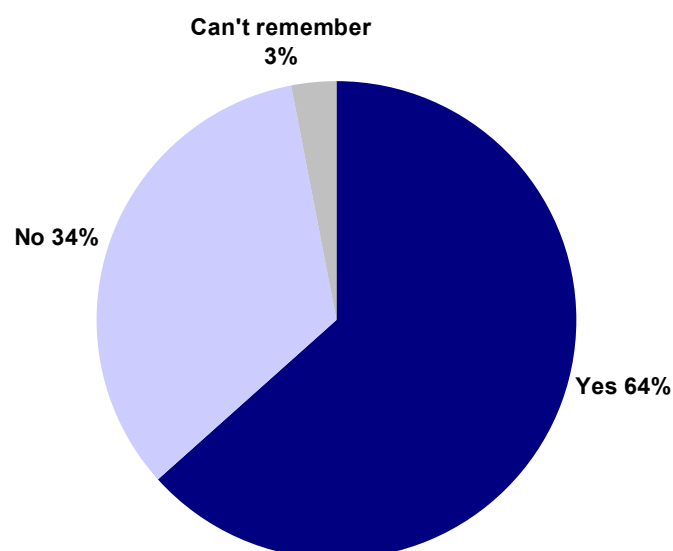
Table 10: Satisfaction with repairs and maintenance to their home (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Very satisfied	42%	61%	50%
Fairly satisfied	33%	29%	31%
Neither satisfied nor dissatisfied	7%	4%	6%
Fairly dissatisfied	9%	3%	6%
Very dissatisfied	10%	3%	7%
<b>Total satisfied</b>	<b>74%</b>	<b>90%</b>	<b>81%</b>
<b>Total dissatisfied</b>	<b>18%</b>	<b>6%</b>	<b>13%</b>

## Repairs in last 12 months

Tenants were then asked if they have had any repairs to their home in the last 12 months. Two thirds of tenants (66%) have had a repair completed, whilst 34% have not. Results are fairly similar to 2010 (69% had a repair completed)

Figure 11: Repairs carried out to home in the last 12 months (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- A slightly higher proportion (67%) of General Needs tenants have had repairs carried out to their home compared to Sheltered tenants (60%).

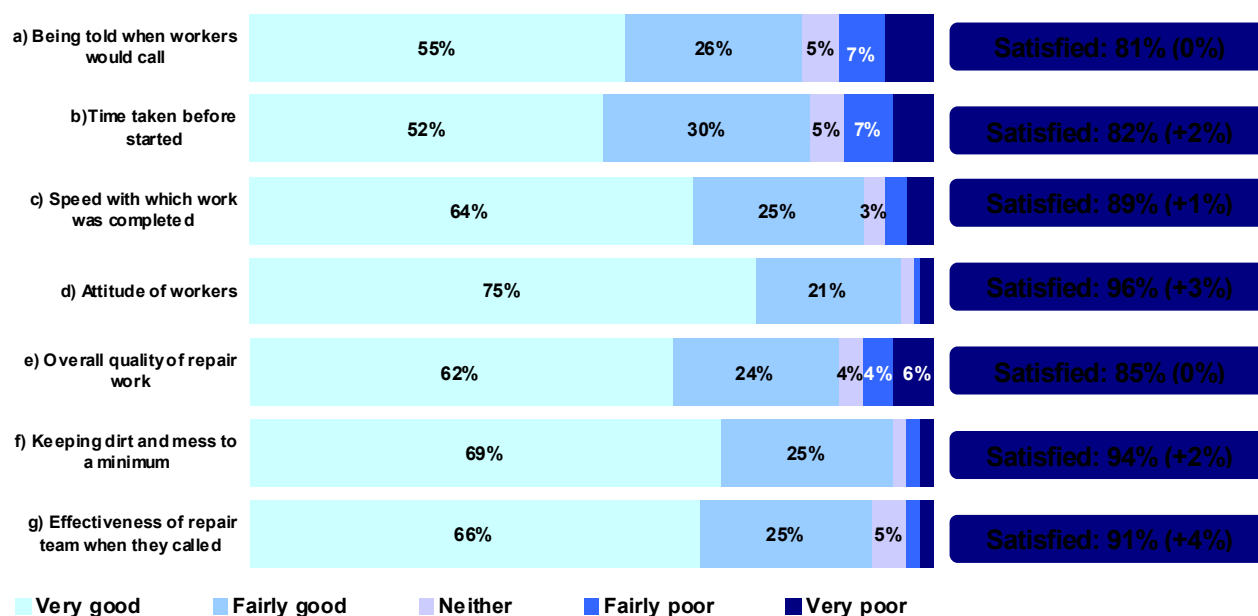
Table 11: Repairs carried out to home in the last 12 months (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Yes	67%	60%	64%
No	30%	38%	34%
Can't remember	3%	2%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Satisfaction with last completed repair

Tenants were then asked to think about their last completed repair and were then given a series of questions to rate the level and quality of service they received. Where results are comparable with the 2010 survey, the difference has been included below.

Figure 12: Satisfaction with elements of the repairs and maintenance service (sample base = 598 respondents)



Results are similar to or have slightly improved since the 2010 survey. Respondents are most satisfied with the **attitude of the workers** with 96% stating they are very (75%) or fairly (21%) good, a 3% increase since 2010 (93%). The lowest satisfaction level was **being told when workers would call** with 81% satisfied this (also 81% in 2010). Satisfaction with the **effectiveness of the repair team when they called** has increased by 4% since 2010 (from 87% to 91%).

When we look at socio-demographic groups, we find the following differences:

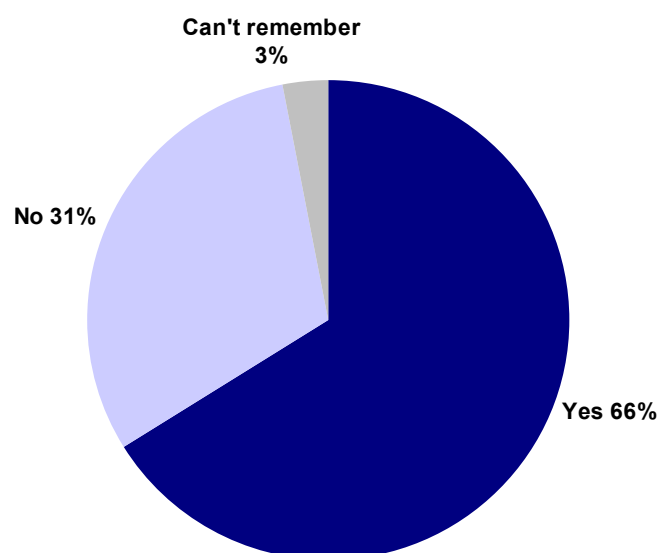
- Sheltered tenants are more satisfied with the repairs service compared to General Needs tenants.
- Satisfaction with the majority of the elements of the repairs service gradually increases with age.

Table 12: Satisfaction with elements of the repairs and maintenance service (by tenure type)

	General Needs	Sheltered	General Needs	Sheltered
	Satisfied		Dissatisfied	
Being told when workers would call	77%	88%	17%	8%
Time taken before work started	78%	87%	17%	7%
Speed with which work was completed	87%	92%	9%	5%
Attitude of workers	96%	96%	3%	2%
Overall quality of repair work	83%	89%	11%	8%
Keeping dirt and mess to a minimum	93%	95%	5%	4%
Effectiveness of repair team when they called	90%	92%	5%	4%

The next question asked tenants whether the last repair they had completed was **done right first time / on the first visit**. Two thirds (66%) said the repair was, whilst 31% said it was not. Repairs being completed on the first occasion has decreased slightly since the 2010 survey, when 72% said it had been done right the first time/on the first visit.

**Figure 13: Was the repair completed right first time/first visit (Sample base = 599)**



When we look at socio-demographic groups, we find the following differences:

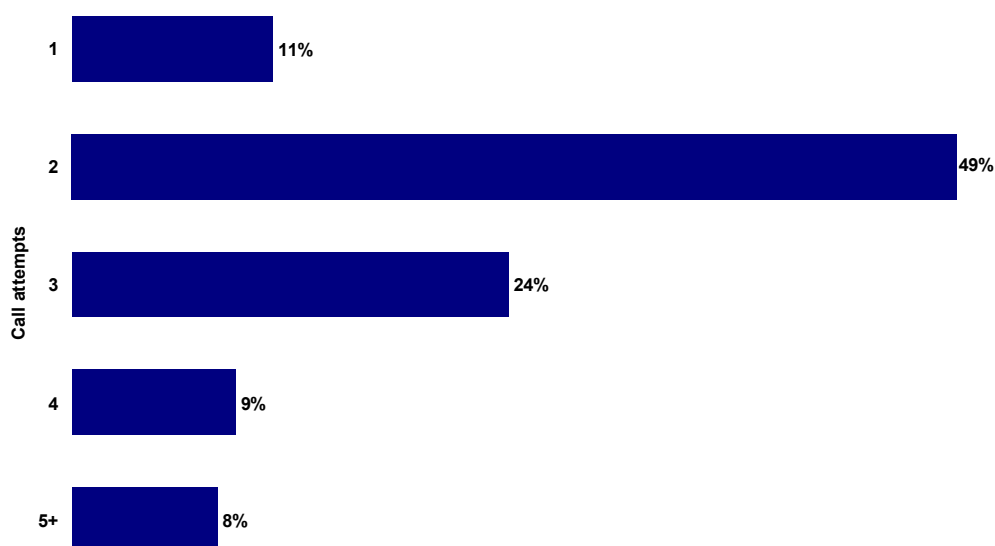
- A higher proportion of Sheltered tenants (69%) said their last repair was completed right the first time, compared to General Needs tenants (64%).

**Table 13: Was the repair completed right first time/first visit (by tenure type)**

	General Needs	Sheltered	Overall (GN & Sheltered)
Yes, it was completed right first time	64%	69%	66%
No, it took more than one attempt to complete it	34%	28%	31%
Can't remember	3%	3%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Tenants who said that it was not completed right first time were then asked to specify **how many attempts were made to complete it properly**. Almost half of the tenants (49%) said it took two attempts.

**Figure 14: Attempts to complete repair properly (Sample base = 180)**



When we look at socio-demographic groups, we find the following differences:

- Sheltered tenants seemed more likely to have called just the once (23%), compared to General Needs tenants (4%).
- Half of General Needs tenants (51%) called twice, followed by 27% who said they had to call three times.

**Table 14: Attempts to complete repair properly (by tenure type)**

Call attempts	General Needs	Sheltered	Overall (GN & Sheltered)
1	4%	23%	11%
2	51%	45%	49%
3	27%	18%	24%
4	11%	5%	9%
5+	8%	8%	8%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Results in this section are very positive, with most indicators being maintained or improving since the 2010 survey. A high proportion of tenants are satisfied with the repairs and maintenance service (81%). Results are most positive for the conduct of the repair workers, with 96% satisfied with their attitude and 94% satisfied that they kept dirt and mess to a minimum. Results are lower when we look at the processes before the work actually begins, with 81% satisfied with being told when workers would call and 82% satisfied with the time taken before work started. Also the proportion of tenants who said their repair was completed right first time/on the first visit has decreased since 2010 from 72% to 66%. Although this is not a huge drop, this should be monitored to make sure it is not an actual trend. However, these results need to be used in context. In April 2012, the council entered into new Response Maintenance contracts with 2

new contractors DLP and JC Construction. As this survey took place in June 2012, tenants could be measuring their satisfaction against the performance of the old contractors. The new contractors are bringing in new ways of working including mobile technology, so the council are hopeful of seeing improvements in service delivery. The results of this survey does not reflect the performance of the current contractors which are showing performance results of 96.61% satisfaction following a repair.

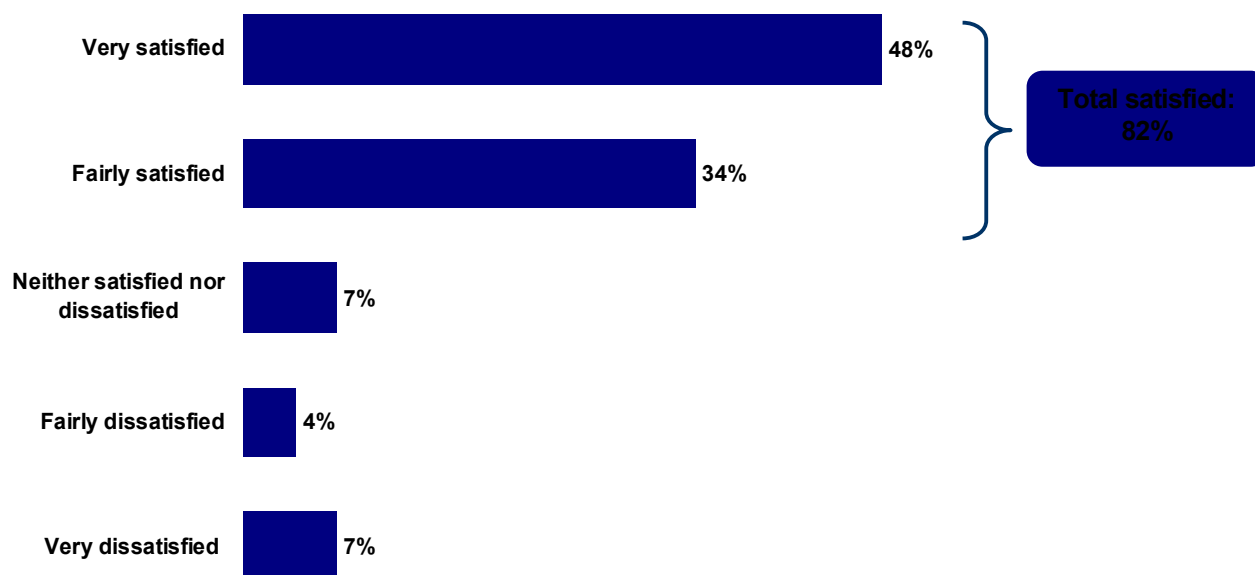
## 5) Communication and Information

The next section in the survey looked at tenants' views on whether West Lancashire Borough Council's listens and acts upon tenants' views and whether they feel kept informed.

### Satisfaction with listening to tenants views and acting upon them

Around eight out of ten tenants (82%) are satisfied that the council listens to tenants views and acts upon them, with 48% very satisfied and 34% fairly satisfied. Just 11% are dissatisfied. Satisfaction is similar to the 2010 survey, with 80% stating they are either very (43%) or fairly (37%) satisfied.

Figure 15: Satisfaction with listening to tenants views and acting upon them (sample base = 878 respondents)



When we look at socio-demographic groups, we find the following differences:

- Sheltered tenants are more satisfied than General Needs tenants (88% stating compared to 76%).
- With the exception of the 25-34 age group, satisfaction gradually increases with age.

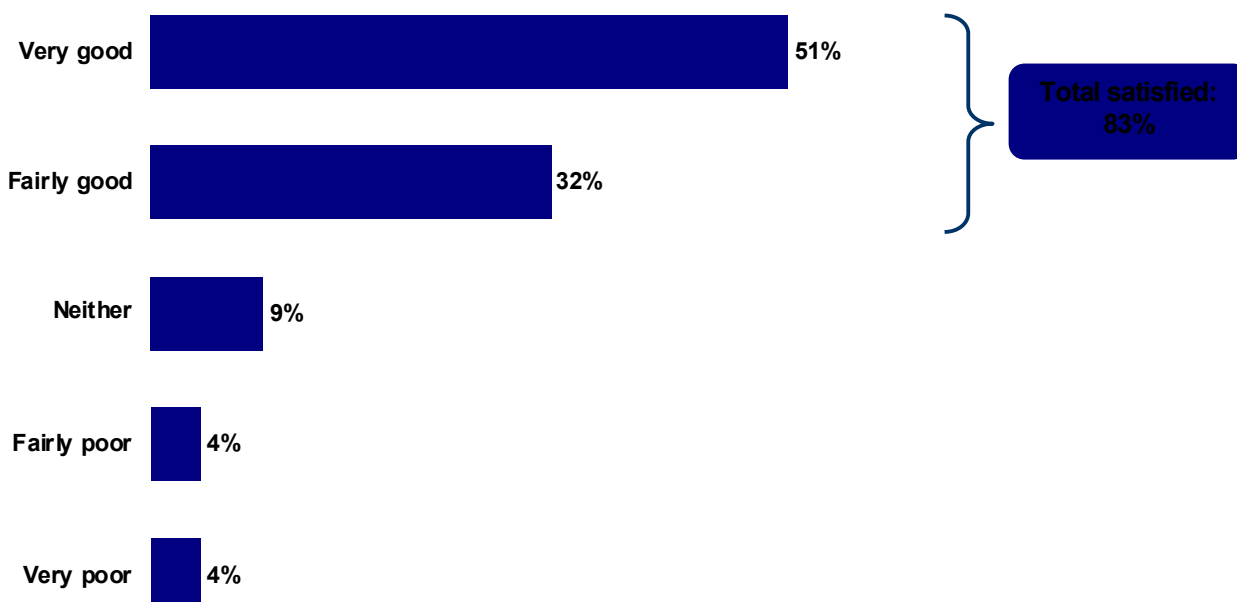
Table 15: Satisfaction with listening to tenants views and acting upon them (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Very satisfied	39%	59%	48%
Fairly satisfied	38%	29%	34%
Neither	9%	4%	7%
Fairly dissatisfied	5%	3%	4%
Very dissatisfied	9%	4%	7%
<b>Total satisfied</b>	<b>76%</b>	<b>88%</b>	<b>82%</b>
<b>Total dissatisfied</b>	<b>15%</b>	<b>7%</b>	<b>11%</b>

## Keeping tenants informed

Over eight out of ten tenants (83%) feel that the council are good at keeping tenants informed about things that might affect them as a tenant, with 51% feeling they are very good and 32% fairly good. Just 8% are dissatisfied. Results are very similar to the 2010 survey, where 82% rated the council as good.

Figure 16: Satisfaction with keeping tenants informed (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following:

- A higher proportion of Sheltered tenants feel the council is very good compared to General Needs tenants (58% compared to 46%).
- With the exception of the 25-34 age group, satisfaction gradually increases with age.

Table 16: How good or poor are the council at keeping tenants informed (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Very good	46%	58%	51%
Fairly good	36%	27%	32%
Neither	10%	8%	9%
Fairly poor	4%	4%	4%
Very poor	5%	2%	4%
<b>Total good</b>	<b>81%</b>	<b>85%</b>	<b>83%</b>
<b>Total poor</b>	<b>9%</b>	<b>7%</b>	<b>8%</b>

Results in this section are very high and are relatively similar to the 2010 survey results, showing that West Lancashire Borough Council is very effective at both keeping tenants informed about things that may affect them (83%), but also that they pay attention to what tenants are saying and act upon their views (82%). The latter indicator is particularly high, because national figures over the last few years have been significantly lower than this. When we looked at this indicator against other similar housing providers in the North West, West Lancashire Borough Council is in the top quartile.



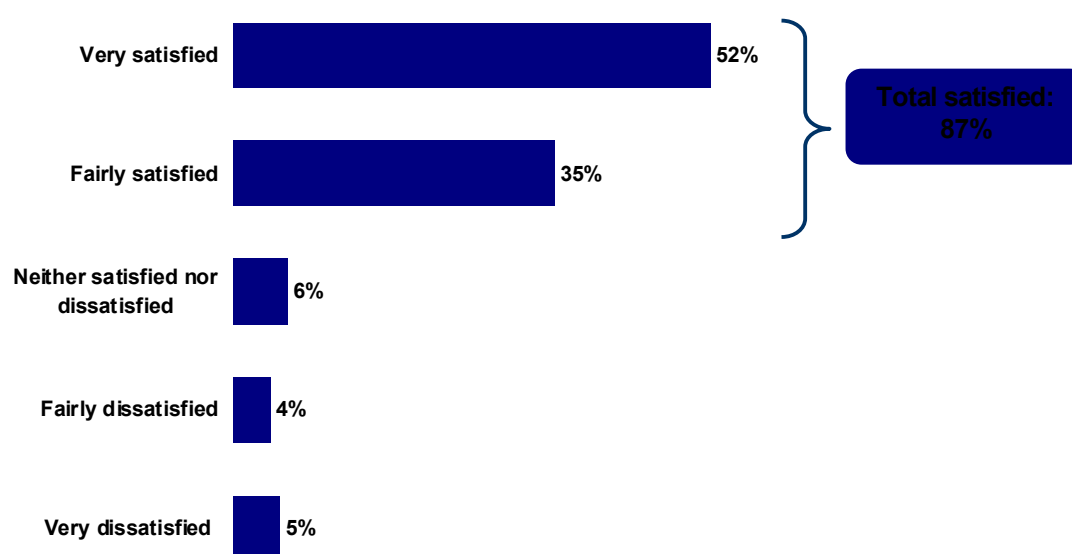
## 6) Information about your household

The final section in the survey looked at tenants' general satisfaction with West Lancashire Borough Council.

### Satisfaction with services provided

Just under nine out of ten tenants (87%) are satisfied with the services provided by the council, with 52% very satisfied and 35% fairly satisfied. Just 8% are dissatisfied. Satisfaction has remained stable since the 2010 survey (88%).

Figure 17: Overall satisfaction with the services provided (sample base = 808 respondents)



When we look at socio-demographic groups, we find the following:

- Satisfaction is higher for Sheltered tenants than General Needs tenants (91% compared to 82%).
- Satisfaction is lowest amongst the 35-44 age group (73%) and highest with the older age groups, ranging from 91-93% for the 65-84 age groups.
- Households with one adult aged 60 or over are more satisfied (92%) than other types of households.

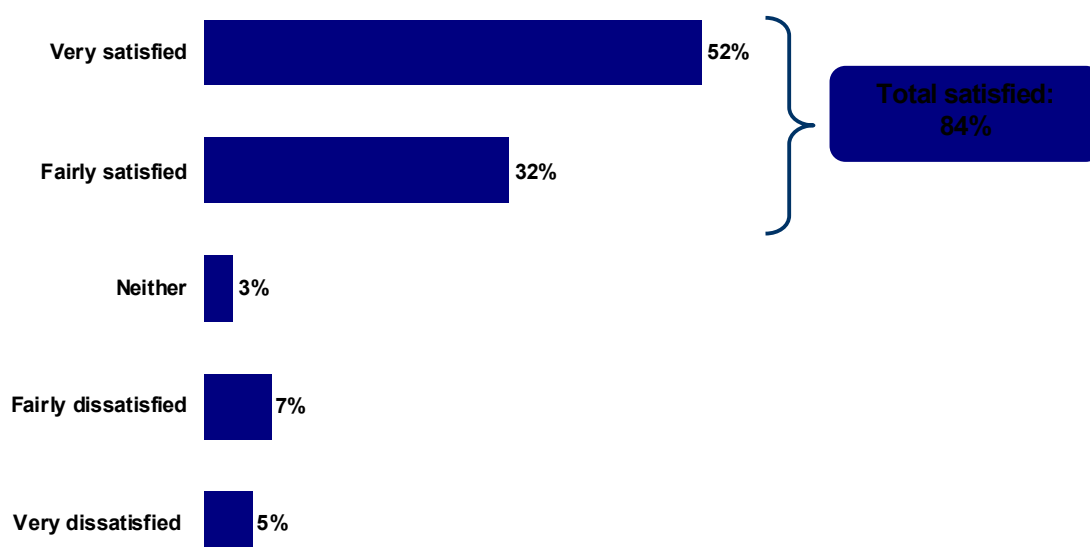
Table 17: Satisfaction with services provided by the council (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Very satisfied	45%	60%	52%
Fairly satisfied	37%	31%	35%
Neither	7%	3%	6%
Fairly dissatisfied	4%	3%	4%
Very dissatisfied	6%	2%	5%
<b>Total satisfied</b>	<b>82%</b>	<b>91%</b>	<b>86%</b>
<b>Total dissatisfied</b>	<b>10%</b>	<b>5%</b>	<b>8%</b>

## Satisfaction with overall quality of your home

Over eight out of ten tenants (84%) are satisfied with the overall quality of their home, with 52% very satisfied and 32% fairly satisfied. Just 12% are dissatisfied. This is very similar to the 2010 figure (85% satisfied). Following the council's successful bid to become self financing, they will have more funds to make more improvements which should in turn improve tenant satisfaction. As a result of becoming self financing the council are developing an Asset Management and 5 Year Investment plan which will show how they propose to invest in the housing stock.

Figure 18: Satisfaction with the overall quality of your home (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- Satisfaction is higher for Sheltered tenants than General Needs tenants (92% compared 79%).
- Generally speaking, satisfaction increases with age, with the 85+ age group the most satisfied (96%)
- Households with one adult aged 60 or over are more satisfied than other household compositions (93%), whilst single parent families are the least satisfied (72%).

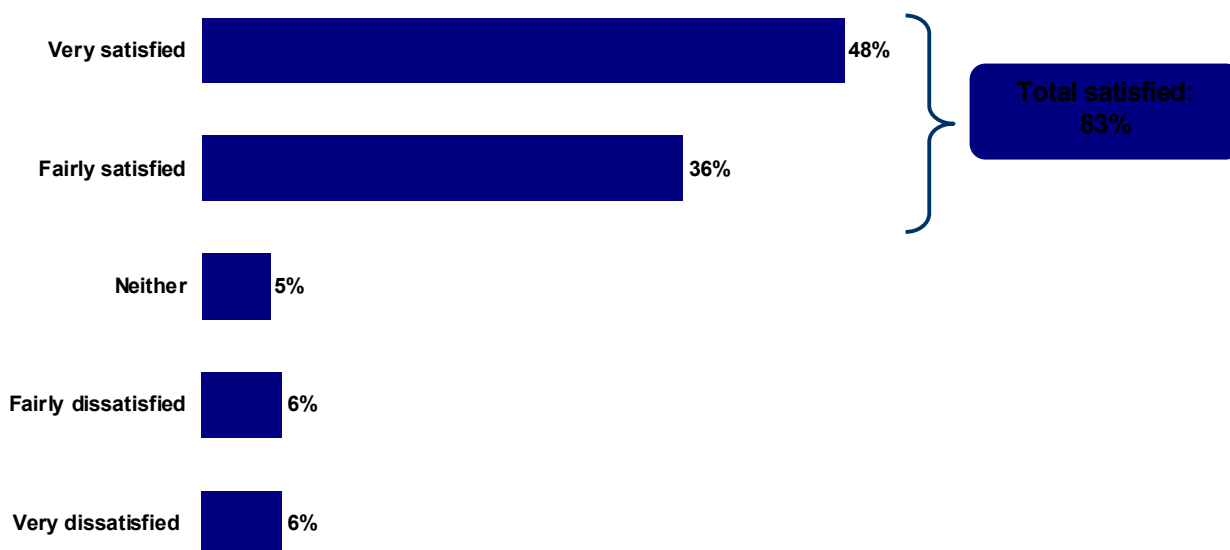
Table 18: Satisfaction with overall quality of your home (by tenure type)

	General Needs	Sheltered	Overall
			(GN & Sheltered)
Very satisfied	43%	65%	52%
Fairly satisfied	36%	27%	32%
Neither satisfied nor dissatisfied	5%	1%	3%
Fairly dissatisfied	9%	4%	7%
Very dissatisfied	7%	2%	5%
<b>Total satisfied</b>	<b>79%</b>	<b>92%</b>	<b>84%</b>
<b>Total dissatisfied</b>	<b>16%</b>	<b>7%</b>	<b>12%</b>

## Satisfaction with the general condition of your property

Over eight out of ten tenants (83%) are satisfied with the general condition of their property, with 48% very satisfied and 36% fairly satisfied. Just 12% are dissatisfied. Satisfaction is very similar to the 2010 survey (84% satisfied).

Figure 19: Satisfaction with the general condition of your property (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- Satisfaction is higher amongst Sheltered tenants than General Needs tenants (89% compared to 79%).

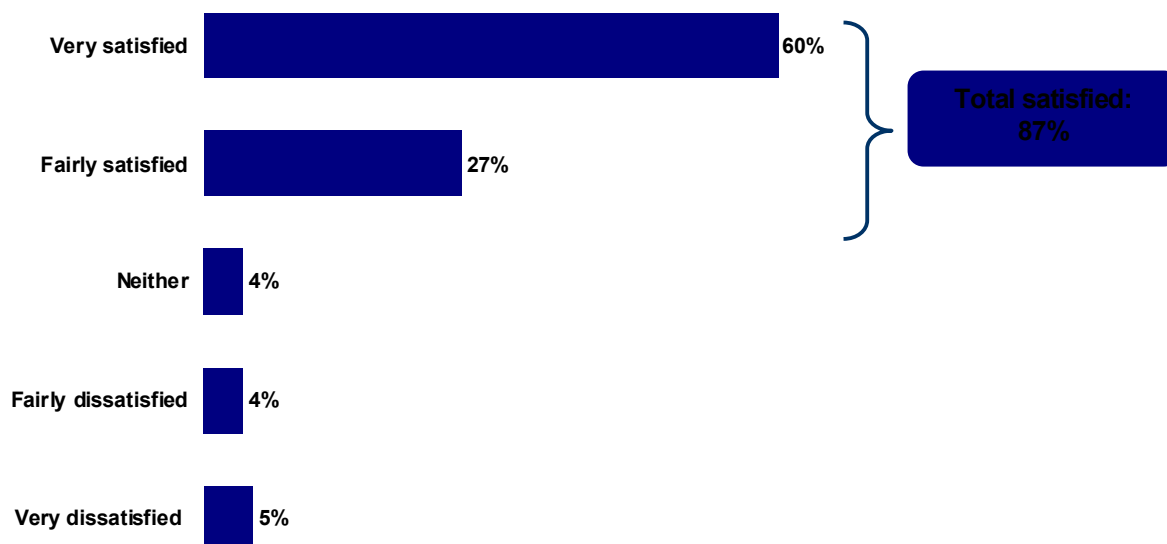
Table 19: Satisfaction with general condition of your property (by tenure type)

	General Needs	Sheltered	Overall
			(GN & Sheltered)
Very satisfied	38%	61%	48%
Fairly satisfied	41%	28%	36%
Neither	7%	2%	5%
Fairly dissatisfied	7%	5%	6%
Very dissatisfied	7%	4%	6%
<b>Total satisfied</b>	<b>79%</b>	<b>89%</b>	<b>83%</b>
<b>Total dissatisfied</b>	<b>14%</b>	<b>9%</b>	<b>12%</b>

## Satisfaction with the neighbourhood as a place to live

Just under nine out of ten tenants (87%) are satisfied with their neighbourhood as a place to live, with 60% very satisfied and 27% fairly satisfied. Just 9% are dissatisfied. This is very similar to the 2010 survey (86% satisfied).

Figure 20: Satisfaction with the neighbourhood as a place to live (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- The majority (95%) of Sheltered tenants are more satisfied than General Needs tenants (95% compared to 80%).
- A slightly higher proportion of respondents with a disability are satisfied with their neighbourhood compared to those without a disability (90% compared to 82%).

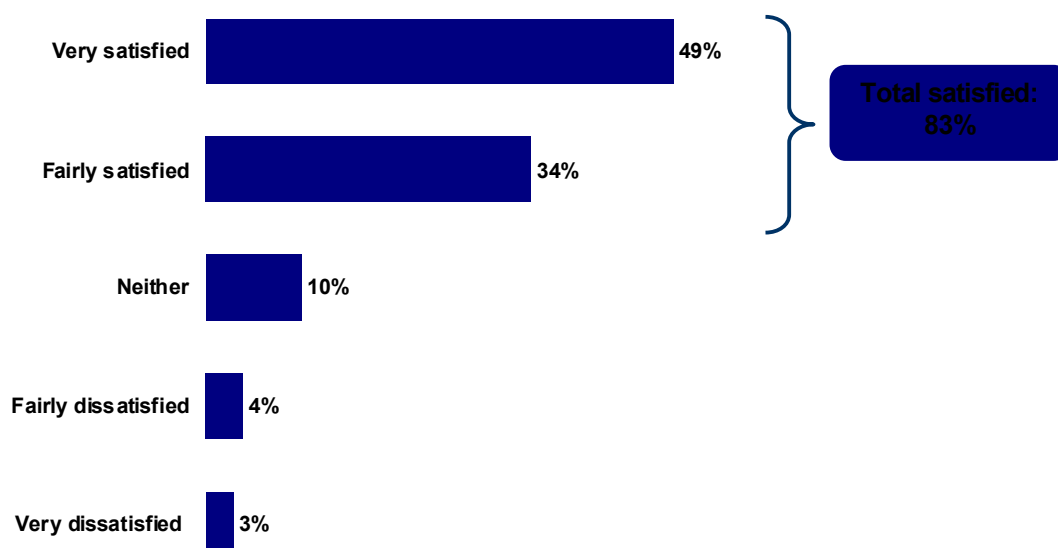
Table 20: Satisfaction with neighbourhood as a place to live (by tenure type)

	General Needs	Sheltered	Overall (GN & Sheltered)
Very satisfied	47%	77%	60%
Fairly satisfied	33%	18%	27%
Neither	6%	2%	4%
Fairly dissatisfied	6%	2%	4%
Very dissatisfied	8%	1%	5%
<b>Total satisfied</b>	<b>80%</b>	<b>95%</b>	<b>87%</b>
<b>Total dissatisfied</b>	<b>14%</b>	<b>3%</b>	<b>9%</b>

## Satisfaction with value for money for your rent

Over eight out of ten tenants (83%) are satisfied that their rent provides value for money, with 49% very satisfied and 34% fairly satisfied. Just 7% are dissatisfied. Results are very similar to the 2010 survey, where 82% were satisfied.

Figure 21: Satisfaction with value for money for rent (sample base = 938 respondents)



When we look at socio-demographic groups, we find the following differences:

- Sheltered tenants are slightly more satisfied than General Needs tenants (86% compared to 80%).
- The 35-44 and 60-64 age groups are least satisfied age groups (76% and 77%), whilst the 65-74 are the most satisfied (88%).

Table 21: Satisfaction with value for money for rent (by tenure type)

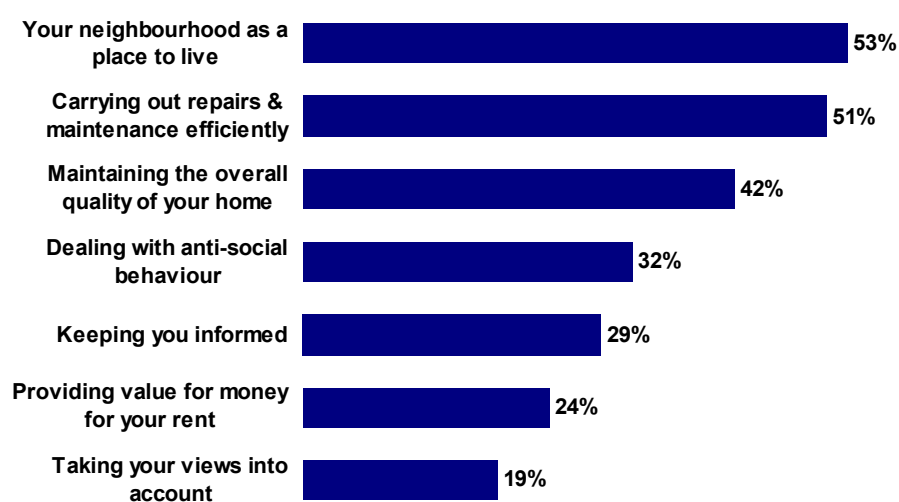
	General Needs	Sheltered	Overall (GN & Sheltered)
Very satisfied	40%	60%	49%
Fairly satisfied	40%	26%	34%
Neither	11%	8%	10%
Fairly dissatisfied	5%	3%	4%
Very dissatisfied	3%	2%	3%
<b>Total satisfied</b>	<b>80%</b>	<b>86%</b>	<b>83%</b>
<b>Total dissatisfied</b>	<b>8%</b>	<b>6%</b>	<b>7%</b>

## Service priorities

The next question asked tenants to state which services they feel are most important. They were given a list of 7 different services and asked to choose their top 3.

**Neighbourhood as a place to live** tops the list with 53% of responses. This is followed by **carrying out repairs and maintenance efficiently** (51%) and **maintaining the overall quality of your home** (42%). **Taking your views into account** came last on the list (19%). During the 2010 survey carrying out repairs and maintenance efficiently topped the list at 54%, followed by maintaining the overall quality of your home (46%) and keeping you well informed (43%).

Figure 22: Service priorities (sample base = 918 respondents)



When we look at socio-demographic groups, we find the following differences:

- For General Needs tenants the three most important aspects are carrying out repairs and maintenance efficiently (55%), your neighbourhood as a place to live' (52%) and dealing with anti-social behaviour (40%)
- For Sheltered tenants the three most important aspects are your neighbourhood as a place to live (54%), maintaining the overall quality of your home' (46%) and carrying out repairs and maintenance efficiently (45%).

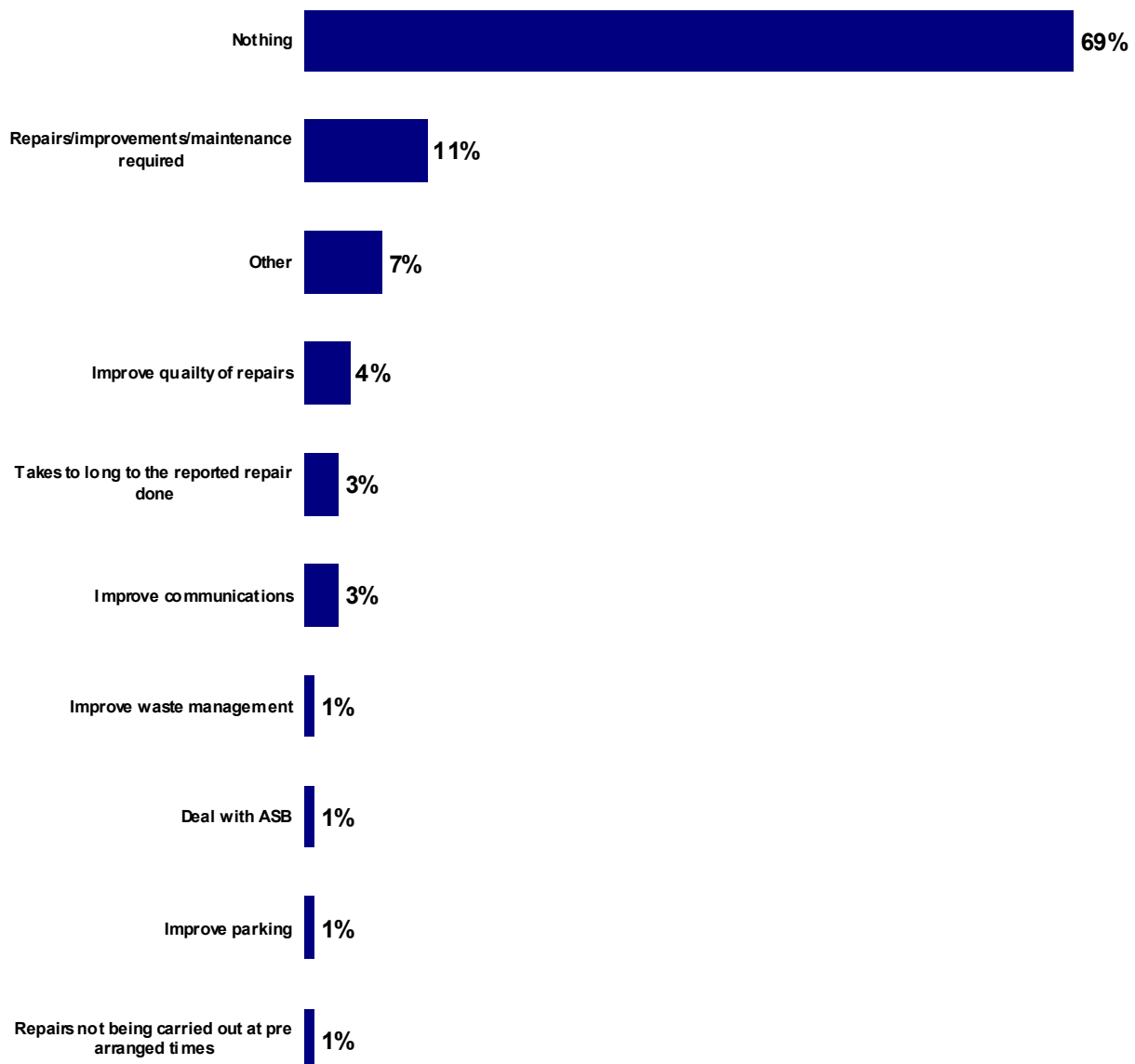
Table 22: Service priorities (by tenure type)

	General Needs	Sheltered	Overall
			(GN & Sheltered)
Your neighbourhood as a place to live	52%	54%	53%
Carrying out repairs and maintenance efficiently	55%	45%	51%
Maintaining the overall quality of your home	38%	46%	42%
Dealing with anti-social behaviour	40%	21%	32%
Keeping you informed	31%	27%	29%
Providing value for money for your rent	26%	20%	24%
Taking your views into account	19%	18%	19%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Any other comments

The final question in the survey gave tenants the opportunity to say anything they would like to about their home and/or the services provided by the council, acting as their landlord. Responses have been provided in free text, but have been coded to bring out common themes amongst the many responses. The most common response provided was **nothing** (69%), followed by **repairs, improvements or maintenance** that is required (11%) and improvements that are required to the **quality of the repairs** (4%). All literal responses are provided in the appendix.

Figure 23: Service priorities (sample base = 432 respondents)



Results in this section are very positive, with high levels of satisfaction for the key satisfaction questions and most results similar to those from the 2010 survey. When tenants were given the option to give any other comments about their home and/or the services provided by the council, most tenants said that they did not have any comments (60%) and the proportion of tenant who had common issues were very low. These results show that standards are being maintained at a high level and meeting most tenants expectations.

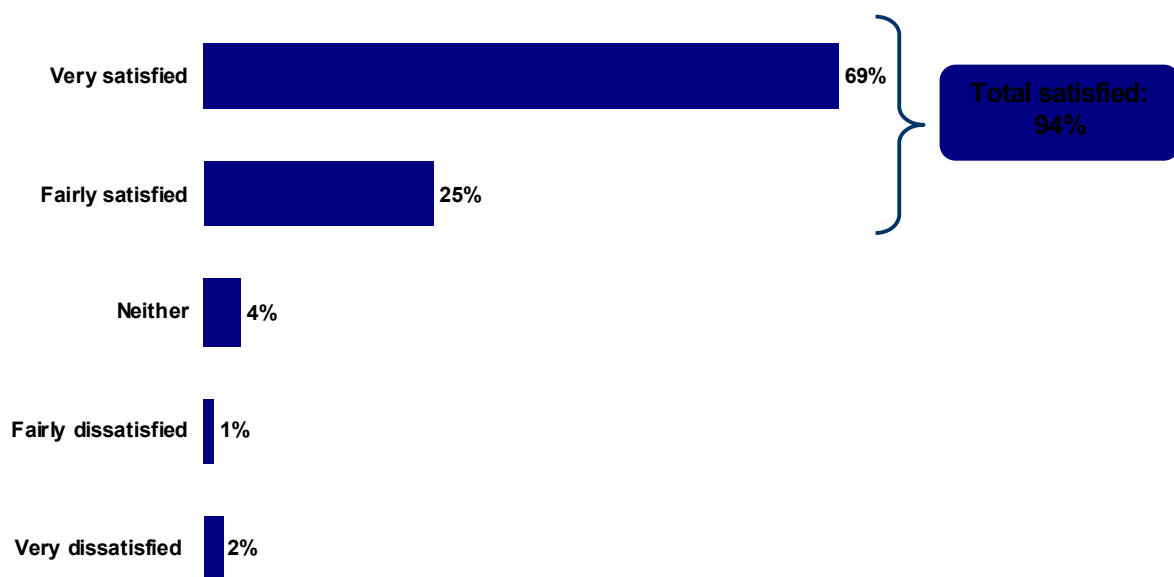
## 7) Sheltered tenants

Sheltered tenants were asked an additional two questions in the survey. This section looks at their responses.

### Satisfaction with sheltered services provided by the council

Over nine out of ten tenants (94%) are satisfied with the services provided by the council, with 69% very satisfied and 25% fairly satisfied. Just 2% are dissatisfied. Satisfaction is similar to the 2010 survey results (92%).

Figure 24: Overall satisfaction with the services provided (sample base = 398 respondents)



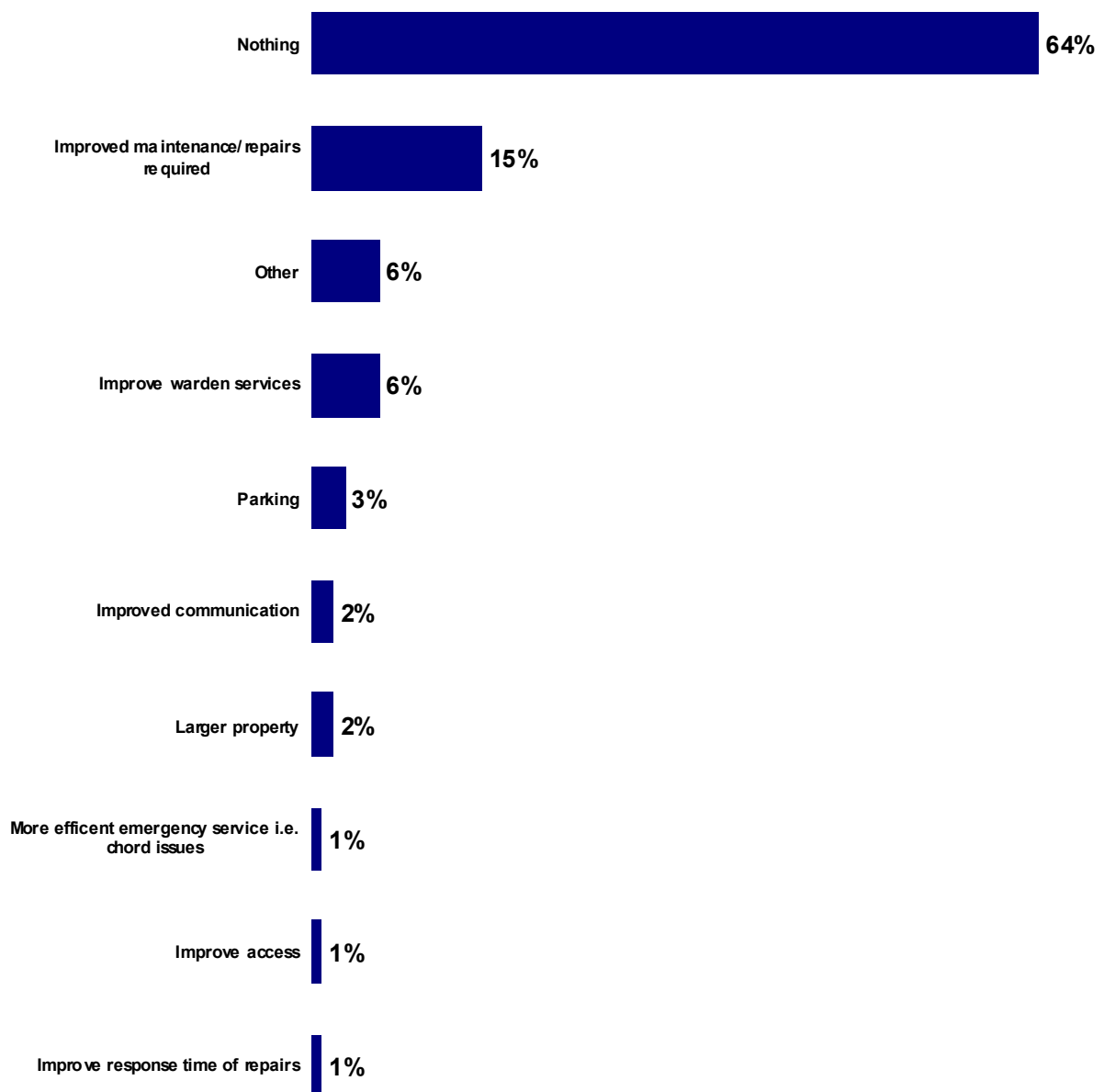
There were no variations by socio-demographic groups.

### What would tenants change about the Sheltered service

The final question asked Sheltered tenants what would be the one thing about the Sheltered service that they would change. The most common response provided was **nothing** (64%), this was followed by 15% stating **improved maintenance or repairs required** and 6% stated that they would like an **improvement to the warden services**. All literal responses are provided in the appendix.



**Figure 25: Service priorities (sample base = 567 respondents)**



Results in this section are very high, with the vast majority of sheltered tenants satisfied with the sheltered service (94%) and 64% feeling they had no further comments to make on their home and/or the services provided

## 8) Demographic differences for Key Indicators

The table below shows the results for the key questions in this section by demographic group, combining general needs and sheltered housing tenants. Green indicates where satisfaction is highest and red where it is lowest. The table gives us a snapshot of satisfaction levels and helps us to identify whether there may be common patterns of high or low satisfaction levels amongst specific groups.

**Table 23: Satisfaction results by demographic variations**

% satisfied	Services provided	Quality of home	Condition of property	Neigh/d as place to live	VFM for rent	Repairs and maintenance	Listening to views & acting	Keeping you informed
General Needs tenants	82	79	79	80	80	74	76	81
Sheltered tenants	91	92	89	95	86	90	88	85
Male	86	84	86	85	82	81	82	82
Female	86	84	82	88	84	81	81	84
16-24	79	73	69	77	81	61	67	70
25-34	83	75	75	89	83	71	81	81
35-44	73	71	73	77	76	66	67	78
45-54	77	73	77	89	79	73	70	78
55-59	85	82	84	77	86	80	77	88
60-64	87	85	82	71	77	82	80	85
65-74	93	91	90	74	88	88	90	88
75-84	91	94	91	77	86	92	89	85
85+	96	96	92	89	82	92	94	88
Health issues	87	87	85	90	83	83	83	
No health issues	85	81	81	82	82	78	80	
One adult under 60	71	71	77	77	78	67	69	78
One adult aged 60 or over	92	93	89	89	85	89	89	88
Two adults both under 60	86	80	77	77	71	82	77	74
Two adults, at least one 60 or over	91	88	89	89	86	89	86	84
Three or more adults, 16 or over	81	84	77	77	87	74	80	84
1-parent family with child/ren, at least one under 16	83	72	71	71	85	63	69	78
2-parent family with child/ren, at least one under 16	78	74	74	74	83	72	73	81
<b>Overall</b>	<b>86</b>	<b>84</b>	<b>83</b>	<b>87</b>	<b>83</b>	<b>81</b>	<b>82</b>	<b>83</b>

\* Groups with small number of respondents – results should be used with caution.

General Needs tenants are less satisfied than Sheltered tenants across all the key performance indicators. This is the national trend and generally what we would see for all housing providers. Results also show that there are variations between the age groups, with the older age groups being generally more less satisfied than the younger age groups. The 35-44 age group appear to be generally less satisfied than most other age groups, whilst the 85+ age group are the most satisfied. There is little variation in the results between gender, health issues or household composition. Households with one adult aged 60 or over have higher satisfaction levels for several indicators.

## 9) Key Driver Analysis

This section of the report aims to examine the drivers that influence the performance of the following key service areas:

- Overall service provided by the council
- Repairs and maintenance
- Listening to tenants' views and act upon them
- Keeping tenants informed.

Both general needs and sheltered tenants have been included in the analysis. All 'no opinion/don't know' responses have been excluded from this analysis.

### Key drivers of satisfaction with overall service

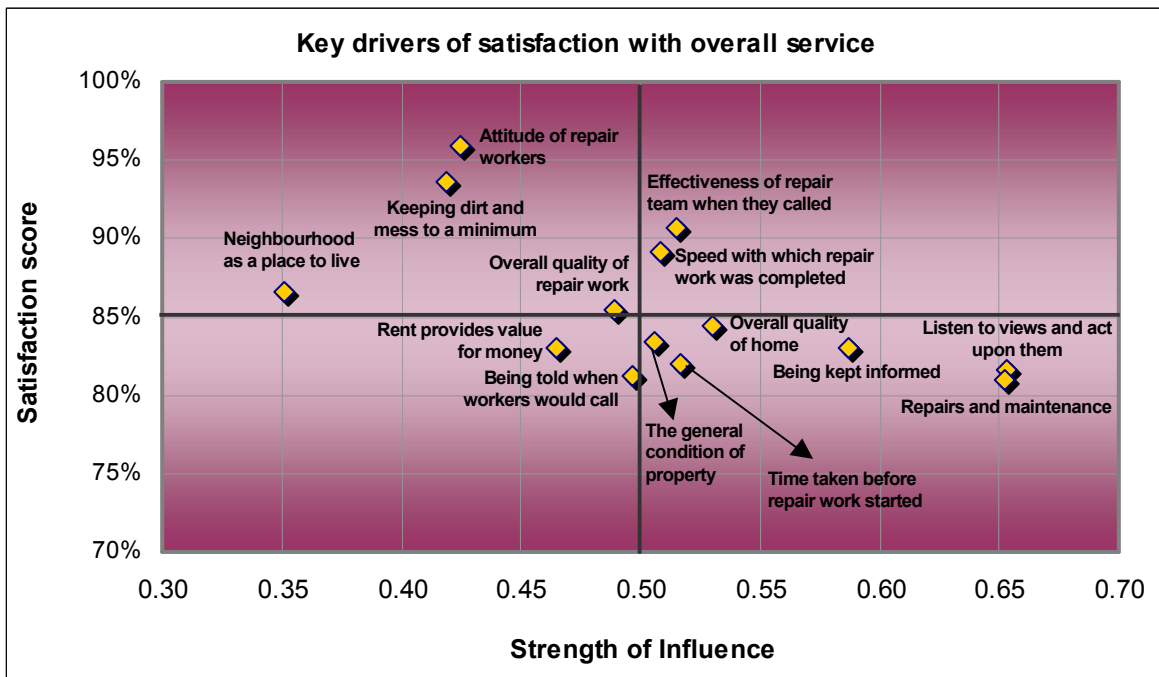
14 drivers have been identified which are significantly correlated with tenants' satisfaction with the overall services provided by the council. The table below lists the drivers and presents the correlation coefficients and the satisfaction scores, in order of the strength of influence. The further up the list, the higher the strength of the relationship with this indicator.

Table 24: Key drivers of satisfaction with overall service provided by the council

Order	Driver	Coefficient	Satisfaction Score
1	Listen to views and act upon them	0.65	82%
2	Repairs and maintenance	0.65	81%
3	Being kept informed	0.59	83%
4	Overall quality of home	0.53	84%
5	Time taken before repair work started	0.52	82%
6	Effectiveness of repair team when they called	0.52	91%
7	Speed with which repair work was completed	0.51	89%
8	The general condition of property	0.51	83%
9	Being told when workers would call	0.50	81%
10	Overall quality of repair work	0.49	85%
11	Rent provides value for money	0.47	83%
12	Attitude of repair workers	0.43	96%
13	Keeping dirt and mess to a minimum	0.42	94%
14	Neighbourhood as a place to live	0.35	87%

The top 10 drivers have been plotted onto **Fig 24** below to identify areas of success and areas for development. The x axis indicates the strength of influence a driver has on satisfaction with this particular question, whilst the y axis indicates the percentage of tenants who are satisfied with that driver. Drivers that fall in the top section of the graph (above the 85% satisfaction level) are high performing drivers (i.e. they have high satisfaction levels). Drivers that fall to the right of the 0.50 strength of influence line show they are a strong driver of satisfaction.

Figure 26: Key drivers of satisfaction with service provided by the council



The top right quadrant shows the areas where the council is currently performing well and the drivers that have a strong relationship with the overall service question. Satisfaction levels for these drivers need to at least be maintained, if not improved further to make sure satisfaction levels do not drop, otherwise they could have an impact on this KPI. The bottom right quadrant shows us where there are strong drivers but where satisfaction is slightly weaker. This quadrant indicates that if performance is improved, it could have an impact on the KPI.

The two key drivers in this case that have a particularly strong relationship and relatively weak performance are **dealing with repairs and maintenance** and **listening to views and acting upon them**. The latter, however, is already very high in terms of satisfaction and will be difficult to improve, so of all drivers, repairs and maintenance would be the priority for the council to focus on to help improve satisfaction with the overall services provided by the council.

The table below summarises the findings from the analysis, along with providing recommendations on which demographic groups could be targeted, where satisfaction levels are lower than others. The key groups to target here are general needs tenants, one adult under 60 households and families with children.

**Table 25: Action points for improving satisfaction with the overall service**

	Importance →	
Performance ↑	<b>Good performance, minimum resources required to maintain the performance</b> <ul style="list-style-type: none"> <li>▪ Attitude of repair workers</li> <li>▪ Keeping dirt and mess to a minimum</li> <li>▪ Overall quality of repair work</li> <li>▪ Neighbourhood as a place to live</li> </ul>	<b>Good performance - resources required to maintain/improve the performance</b> <ul style="list-style-type: none"> <li>▪ Effectiveness of repair team when they called</li> <li>▪ Speed with which repair work was completed</li> </ul>
	<b>Performance doesn't have significant impact on target service area</b> <ul style="list-style-type: none"> <li>▪ Rent provides value for money</li> <li>▪ Being told when workers would call</li> </ul>	<b>Medium/good performance, but extra resources needed for improvement</b> <ul style="list-style-type: none"> <li>▪ <b>Deal with Repairs and maintenance</b>            ↻ Target groups: general needs tenants, under 45s, one adult under 60 households, families with children</li> <li>▪ <b>Listen to views and act upon them</b>            ↻ Target groups: general needs tenants, under 60s, one adult under 60 households, single parent families</li> <li>▪ <b>Being kept informed</b>            ↻ Target groups: under 24s, one adult under 60 households, single parent families</li> <li>▪ <b>Overall quality of home</b>            ↻ Target groups: general needs tenants, under 45s, one adult under 60 households, families with children, tenants without disabilities</li> <li>▪ <b>Time taken before repair work started</b>            ↻ Target groups: general needs tenants, under 60s, families with children</li> <li>▪ <b>The general condition of property</b>            ↻ Target groups: general needs tenants, under 45s, one adult under 60 households, families with children</li> </ul>

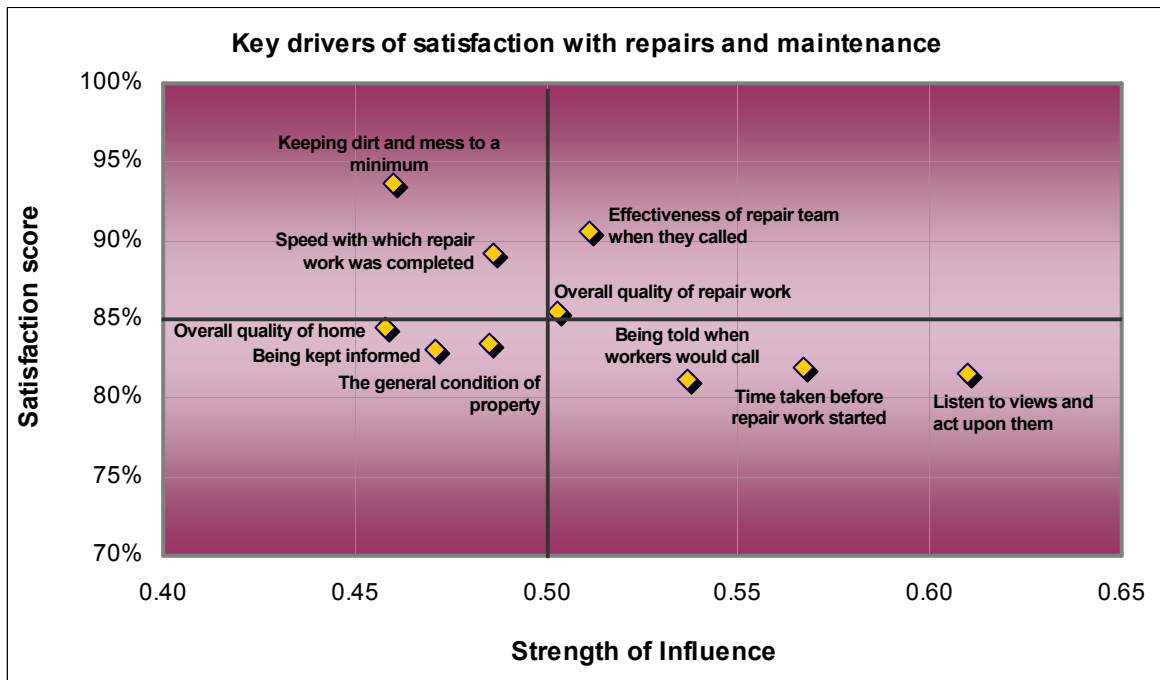
## Key drivers of satisfaction with repairs and maintenance

The top five drivers that influence tenant satisfaction with the repairs and maintenance service are identified below, in order of the strength of influence. The percentage in brackets indicates the satisfaction levels with that individual question, i.e. 82% were satisfied with listen to views and act upon them.

- Satisfaction with listen to views and act upon them (82%)
- Satisfaction with time taken before repair work started (82%)
- Satisfaction with being told when workers would call (81%)
- Satisfaction with effectiveness of repair team when they called (91%)
- Satisfaction with overall quality of repair work (85%)

These have been plotted on the graph below, along with the strength of influence it has on the repairs and maintenance KPI.

Figure 27: Key drivers of satisfaction with repairs and maintenance service provided by the council



Key drivers in the bottom right quadrant, are those that have a particularly strong relationship and relatively weak performance. The two key drivers here are **listening to views and acting upon them** and **time taken before repair work started**. Of all drivers, the latter driver would be the key focus, as listening to views will be extremely hard to improve further.

The table below summarises the findings from the analysis, along with providing recommendations on which demographic groups could be targeted, where satisfaction levels are lower. Again, this shows that general needs tenants, under 60s and families with children are the key target groups.

Table 26: Action points for improving satisfaction with repairs and maintenance

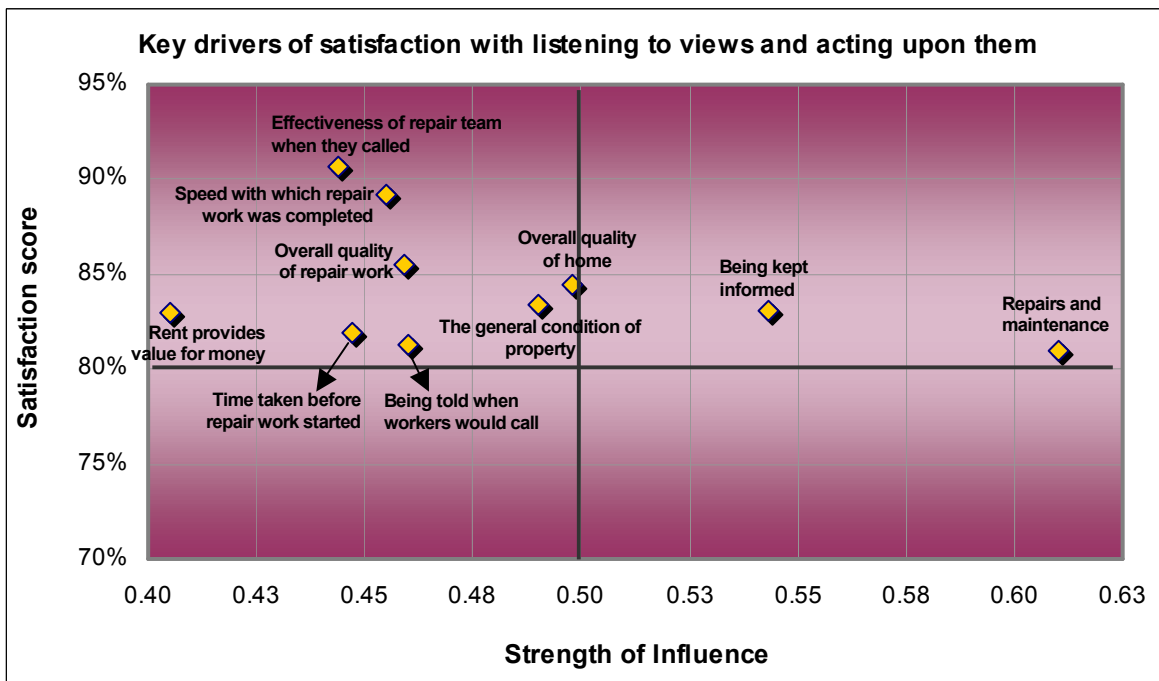
	Importance →	
Performance ↑	<p><b>Good performance, minimum resources required to maintain the performance</b></p> <ul style="list-style-type: none"> <li>Keeping dirt and mess to a minimum</li> <li>Speed with which repair work was completed</li> </ul>	<p><b>Good performance, constant resources required to maintain/improve the performance</b></p> <ul style="list-style-type: none"> <li>Effectiveness of repair team when they called</li> <li>Overall quality of repair work</li> </ul>
	<p><b>Performance doesn't have significant impact on target service area</b></p> <ul style="list-style-type: none"> <li>Overall quality of home</li> <li>Being kept informed</li> <li>General condition of property</li> </ul>	<p><b>Medium/good performance, extra resources needed for improvement</b></p> <ul style="list-style-type: none"> <li><b>Listen to views and act upon them</b>                      ⇒ Target groups: general needs tenants, under 60s, one adult under 60 households, single parent families</li> <li><b>Time taken before repair work started</b>                      ⇒ Target groups: general needs tenants, under 60s, families with children</li> <li><b>Being told when the workers would call</b>                      ⇒ Target groups: general needs tenants, under 45s, one or two adults under 60 households, families with children especially single parents</li> </ul>

### Key drivers of satisfaction with listening to views and acting upon them

The top five drivers that influence tenant satisfaction with this key performance indicator, in order of the strength of influence are:

- Satisfaction with repairs and maintenance (81%)
- Satisfaction with being kept informed (83%)
- Satisfaction with overall quality of home (84%)
- Satisfaction with the general condition of property (83%)
- Satisfaction with being told when repair workers would call (81%)

Figure 28: Key drivers of satisfaction with listening to views and acting upon them



The table below summarises the findings from the analysis, along with recommendations on which demographic groups could be targeted, where satisfaction levels may be lower.

Table 27 Action points for improving satisfaction with listen to views and act upon them

Performance	Importance →	
	<p><b>Good performance, minimum resources required to maintain the performance</b></p> <ul style="list-style-type: none"> <li>▪ Overall quality of home</li> <li>▪ The general condition of property</li> <li>▪ Effectiveness of repair team when they called</li> <li>▪ Speed with which repair work was completed</li> <li>▪ Overall quality of repair work</li> <li>▪ Being told when workers would call</li> <li>▪ Time taken before repair work started</li> <li>▪ Rent provides value for money</li> </ul>	<p><b>Good performance, constant resources required to maintain/improve the performance</b></p> <ul style="list-style-type: none"> <li>▪ Repairs and maintenance</li> <li>▪ Being kept informed</li> </ul>
	<p><b>Performance doesn't have significant impact on target service area</b> N/A</p>	<p><b>Poor to medium performance, extra resources needed for improvement</b> N/A</p>

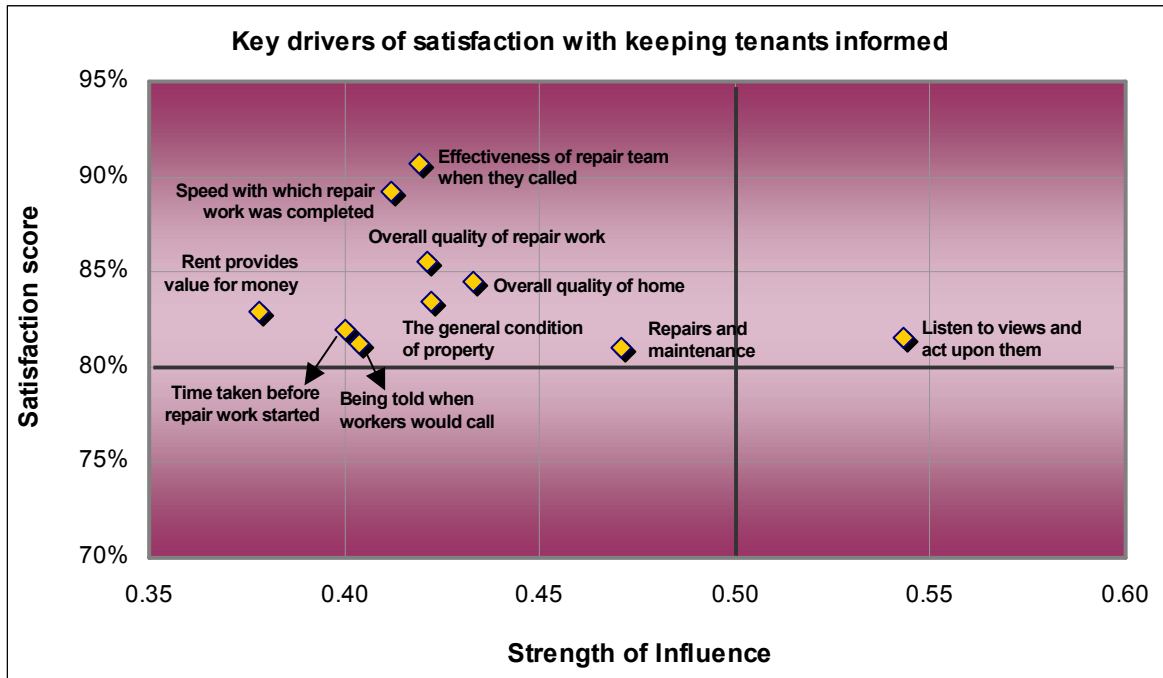
It is evident that services related to repair and maintenance, such as the effectiveness of the repair team when they called, have medium/ strong correlations to tenants' satisfaction with this KPI. However, these services do not have as strong an impact on the KPI as satisfaction with the repairs and maintenance service provided by the council and also the council has already achieved high levels of satisfaction in those areas. Therefore, although these are doing well so far, it is still important to monitor these to ensure services are delivered to the same or an even higher standard.

### Key drivers of satisfaction with keeping tenants informed

The top five drivers that influence tenants' satisfaction with this key performance indicator have been identified as below, in order of the strength of influence:

- Satisfaction with listen to views and act upon them (82%)
- Satisfaction with repairs and maintenance (81%)
- Satisfaction with overall quality of home (84%)
- Satisfaction with the general condition of property (83%)
- Satisfaction with overall quality of repair work (85%)



Figure 29: Key drivers of satisfaction with keeping tenants informed



The table below summarises the findings from the analysis, along with providing recommendations on which demographic groups could be targeted, where satisfaction levels are particularly low.



**Table 28 Action points for improving satisfaction with keeping tenants informed**

	<b>Importance</b> 	
<b>Performance</b> 	<b>Good performance, minimum resources required to maintain the performance</b> <ul style="list-style-type: none"> <li>▪ Repairs and maintenance</li> <li>▪ Overall quality of home</li> <li>▪ The general condition of property</li> <li>▪ Effectiveness of repair team when they called</li> <li>▪ Speed with which repair work was completed</li> <li>▪ Overall quality of repair work</li> <li>▪ Being told when workers would call</li> <li>▪ Time taken before repair work started</li> <li>▪ Rent provides value for money</li> </ul>	<b>Good performance, constant resources required to maintain/improve the performance</b> <ul style="list-style-type: none"> <li>▪ Listen to views and act upon them</li> </ul>
	<b>Performance doesn't have significant impact on target service area</b>	<b>Poor to medium performance, extra resources needed for improvement</b>

The service areas that drive the satisfaction with keeping tenants informed are almost the same as those for listening to views and acting upon them. This indicates that these 2 KPIs are essentially testing the same service elements, as perceived by tenants. As suggested for the previous KPI, we can only advise that the council continues with the high standards they are currently achieving for services appearing in the top left quadrant (in table 28) to ensure satisfaction levels are maintained for this indicator.

## Appendix A: Demographic profile of respondents

### Age (of main tenant)

Percent	General Needs tenants	Sheltered tenants	Total
16-24	15%	0%	9%
25-34	12%	0%	7%
35-44	16%	1%	9%
45-54	18%	2%	11%
55-59	8%	2%	5%
60-64	9%	9%	9%
65-74	13%	39%	24%
75-84	7%	38%	20%
85 and over	3%	10%	6%

### Gender (of main tenant)

Percent	General Needs tenants	Sheltered tenants	Total
Male	48%	38%	44%
Female	52%	62%	56%

### Household composition

Percent	General Needs tenants	Sheltered tenants	Total
One adult under 60	21%	2%	13%
One adult aged 60 or over	17%	69%	39%
Two adults both under 60	11%	1%	7%
Two adults, at least one 60 or over	14%	29%	20%
Three or more adults, 16 or over	6%	0%	3%
1-parent family with child/ren, at least one under 16	16%	0%	9%
2-parent family with child/ren, at least one under 16	14%	0%	8%
Other	2%	0%	1%

**Ethnicity (of main tenant)**

Percent	General Needs tenants	Sheltered tenants	Total
White British	96%	98%	97%
White Irish	1%	1%	1%
Any other White background	2%	1%	1%
Mixed: White and Black Caribbean	0%	0%	0%
Mixed: White and Black African	0%	0%	0%
Mixed: White and Asian	0%	0%	0%
Any other mixed background	0%	0%	0%
Asian or Asian British: Indian	0%	0%	0%
Asian or Asian British: Pakistani	0%	0%	0%
Asian or Asian British: Bangladeshi	0%	0%	0%
Any other Asian background	0%	0%	0%
Black or Black British: Caribbean	0%	0%	0%
Black or Black British: African	0%	0%	0%
Any other Black background	0%	0%	0%
Chinese	0%	0%	0%
Other	1%	0%	0%

**Health issues**

Percent	General Needs tenants	Sheltered tenants	Total
Yes	46%	70%	56%
No	54%	30%	44%
Don't know	1%	0%	1%

## Appendix B: Literal Responses

### Q18. Is there anything else you would like to say about your home and/or the services the Council, acting as your landlord, provides?

- 2 back doors need to be replaced. Leaking and draughty.
- 2 weekly bin collection becomes smelly over summer.
- At the moment they are sorting out double glazing and refurb. Otherwise the neighbourhood is bad.
- Back door needs repairing. And drain problems. Feels we are a bit out in the sticks and the money spent by the council goes elsewhere.
- Bin men do not do their job well. They do not do their job properly and go up and down the road swearing.
- Changing name of repairs centre doesn't mean service has changed, still poor quality of service meaning it costs more in money and time. Spend more on better contractors to make sure done first time. Also, phone bills are expensive so they should call you back or make it a free line.
- Clean the streets more.
- Come and do the job they promised.
- Communication lacks between staff within the council which causes delays and miscommunication which can cause an effect on me.
- Concern about refurb in hallways and not heard back yet.
- Contractors don't communicate enough, if they come when you're out they don't leave any notice that they have attempted to come. Also uniformed of when they were planning on coming.
- Could do with new windows.
- Could you please clear the rubbish from my neighbours garden.
- Dealing with car parking and dog fouling - it's everywhere. Noisy mini-motorbikes with an ASBO still carrying on.
- Definite need for more parking. Causing problems, families with two cars and visitors. Everything else we are really happy.
- Delay in fitting central heating to the houses in the estate. Pay £5 a week for cleaning services which may be a bit excessive as sometimes the cleaners only come once every 3 weeks.
- Due to medical conditions need the windows changed to keep the warmth up. This issue started 18 months ago and have put in numerous requests for this. One person came out and marked it as an urgent priority however the follow up has been very poor and nothing has happened. Follow up service would massively improve customer satisfaction. Understand thought that they have limited resources but these could be prioritised better.
- Emergency out of hours is rubbish - no toilet for 4 days and no heating/hot water.
- Excellent service.
- Feel a bit out of the way and that other areas receive the bulk of the money/upgrades and that we are low down their priorities list.
- Front door is the only issue, everything is excellent. Happier here than ever before, very settled.
- Gardening service for people unable to carry out maintenance themselves. More help for problems with neighbours; was told would be charged £300 for someone to go speak to a neighbour was having some problems with.
- General tidy of street areas, they are looking after house but not looking after area e.g. Gates, road sides etc...
- Had a broken since last year. Been in touch on the phone a few times and spoke to someone else who said he would get something done, but nothing has been.

- Has been saying they will put in a shower for a long time but never have. They make lots of promises but don't follow through enough.
- Hopefully, as we've just had double glazing, the kitchen and bathroom needs replacing
- House needs insulation. Plumbing system for block of flats can't cope. Council helps out people who don't really need it instead of proper issues. Some problems with dogs and dog poo.
- I am dissatisfied that the other blocks have received double glazed windows, new doors and refurbishment when I have been advised this will not be completed on my property.
- I am very happy to be awarded a bungalow and will be happier once ongoing faults are fixed.
- I believe that as on benefits I cannot have a certain disabled allowance. I pay 10 pounds for the first room in my flat. Why is it 20 pounds for the second room? Went to council about moving to a bungalow and/or finance scheme. That's a negative that it wasn't made a choice. You should be given a choice but they've herded us into flats like sheep. They're saying there are no availability and being put on long waiting list. Roads in whole of west Lancashire poor quality, full of potholes etc.
- I can't complain.
- I cannot to do the front garden hedges. When I asked the council they said they cannot do it.
- I could do with a new bathroom.
- I don't think the budgets are equally spread between areas and the upkeep of my property is not maintained to a suitable standard for living, the issues with central heating, damp and other issues are ongoing for over 15 months and still unresolved. Time slots should be allocated to do work to take into consideration people who work full/part-time hours.
- I don't understand why the buildings are still up; they are pre-fabricated, with no insulation, cold all the time especially at night. Heating is insufficient and property becomes warm only during the day when I am at work rather than when I am in, in the evenings.
- I don't want to move.
- I just think it's the effect of the contractors on the neighbourhood, maybe there should be a direct contract between tenant and contractor, bad communication, esp. with complaints. My property was damaged by contractors smashing a window while working on the next door neighbours' repairs. Also, bin wagons, seems to be creating mess and being left everywhere.
- I just think that the council as a landlord should step up and maintain these houses.
- I just want this repair for damp done.
- I live in a block, I'm not very happy but the council will not move me.
- I live in a flat with a communal area which is not well maintained.
- I need a carpet put inters nails on the stairs that need removing.
- I need my back door replaced.
- I pay full rent and council tax and they can't repair my windows! Whatever the weather I can't see out my window. I have had this issue for the last two years with the council. I have been to councillor about this issue and it still hasn't been dealt with. In my shower they have tiled three walls and left one wall not making it a proper job. The worker asked for £80 to complete the job properly. There is also smell in kitchen coming from the waste pipe.
- I really wish the council would listen to me and provide me with assistance in fixing the mouldy hole in the corner of the bedroom which goes along the wall. I have had this issue since last Christmas. Not one person has come out to have a look at this issue.
- I think the council need to check up on people doing their work out for them as the quality is terrible.
- I think they need to communicate more. I think the communication is poor between themselves and contractor and between them and the customer.
- I wanted to move but the council did not let me move.
- I was shocked and dismayed at the state of the property when handed over.
- I wish the council would keep repairing appointments and completing outstanding work so my rent is paid for a suitable, liveable property.

- I would like a new fitted kitchen. I am disabled and live on the first floor; ideally I need a ground floor flat.
- I'd like a new kitchen.
- I'm alright.
- I'm not happy with the canopy over my front door and the council have not done anything about it.
- I'm quite happy.
- If somebody could come out to me.
- It could be improved; repairs and surveyors could do better.
- It takes too long from the repair report to the surveyor. I have to take time off from work for the repairs.
- It would be nicer to have regular home inspections to see what repairs need doing.
- It's a five block of flats. Communal area I pay £6 a week to maintain with cleaning. But it only gets done once every two months if that. It needs cleaning, it smells, it's a state. When people come and visit they say my flat itself is very lovely but the actual coming up to the flat is very embarrassing. Because of the initial walk through being terrible. Also needs painting. Also below me is a drug user, it's worrying and not nice. Other than that it's nice and I'm happy with it; it's just the stairwell and the actual cleaning and maintaining of it is disgraceful. I could also do with a nice new kitchen and new front door of good quality.
- It's good.
- Just one thing, I think they could come around more often and cut the grass at the front because it's dead high.
- Kitchen is dangerous- no work surfaces.
- Kitchen needs to be updated, 25 years old. Parking is a problem in the area and people keep blocking my drive.
- Lack of communication only complaint.
- Listen to the residents. Need to check the contractors repair works, check quality of work being done. Sort contractors out and hire cowboys and lose money. Higher quality service and staff.
- Lots of trouble with antisocial behaviour. Not enough help for people who are not happy with their situation where they are. Council don't seem care or want to help.
- Maybe look into kitchens because they aren't of the highest quality and not laid out too well.
- Minor door slams with the flats but nothing really.
- Mixed bag with the repair contractors, sometimes really good but sometimes you get really unskilled labourers and jobs don't get done properly.
- More power needed with council for anti-social behaviour.
- Most important concern is the leak, was told to get insurance by the council and can not afford it. Very dissatisfied with the council.
- Moved into a lovely area and really happy with the property.
- My boiler is ancient and needs to be upgraded and no longer has spare parts for it.
- Neighbour parks in front of my house, thinks he can park wherever he wants; this blocks ambulance access etc that I have to use. Registered blind now but the council still don't send large print letters as requested. Can no longer take care of the garden myself and its overgrowing, could do with some help with this.
- Neighbourhood is filthy needs a right good clean. Someone from the council should come around and have a look at how mucky it is, its disgraceful.
- New windows are supposed to be installed but we have had no update.
- No.
- No.
- No.
- No.

- No - really happy.
- No complaints.
- No its ok, apart from waiting for some new doors to be fitted.
- No shops and very few buses.
- No, it's just very cold inside the flats.
- No, just a problem with aerial.
- No, just I don't think each department communicates with each other. I already paid a bill which they claim isn't so.
- No, like where they are.
- No, quite happy apart from interior of house.
- No, quite satisfied.
- No, seem quite thorough.
- No, they don't care. Ormskirk get more attention than Skelmerdale.
- No. It's just the maintenance. Other areas are just left to run down but there is some which are looked after but that seems to be the way these councils run. Some areas are like unfinished towns. Areas which were being improved and built 50 years ago still aren't finished now. Negligence.
- Not at this moment.
- Not enough room for car parking for all the houses. Has a grass verge that just gets churned up when weather and parking becomes a problem.
- Not keen boilers on the new boilers.
- Not really.
- Not that I can think of.
- Not that I can think of.
- Not too happy about the health and safety in the area. Needs more attention.
- Nothing.
- Nothing.
- Nothing.
- Nothing other than they take too long to respond to fixing the problems, end up doing it myself.
- Nothing. However, general conditions have slipped, they focus more attention on some areas than others.
- On of a few houses that didn't get a new kitchen when they were being installed in the area. The council should send people around to look at the area and some people's gardens etc as some people are just using them as a rubbish tip.
- Ongoing issues with roof repairs, they keep patching up the problem but not fixing it.
- Only complaint is with the bin men, they do not take all the bins that are put out including recycling bins.
- Only one: the garden fence between houses, not the grounds fence. I've been here for seven years now and needs repairing. I've had to fix it myself but I think the landlord should do that.
- Only problem in single-glazing.
- Overall quite satisfied, just need refurb in a few areas.
- Overall the service is good, aside from once incident.
- Please fix my front door.
- Put more maintenance in the area. Keep up the maintenance.
- Quite satisfied with flat, just problems with contractors and timings.
- Really needs updating, with new kitchen and bathroom and front door double glazing.

- Registered disabled. We have had recent changes to my household due to this and this has not helped the condition of my household. I feel we were better off before the changes took place. Now you are being told just to put up with it all. I am very unhappy that the council are not listening to my feedback.
- Repairs are not carried out on the times arranged which is an inconvenience.
- Repairs need to be done more efficiently and there are still a few ongoing issues to be fixed. Other than that the house is lovely and the area is amazing and I wish there was more areas like this around here.
- Repairs process is very inefficient. They're only interested in people who don't pay their rent on time or live in the town. If you're out the way or not in arrears they have less contact with you. I have had to get on to my MP to get stuff done and it's quicker and easier to find someone myself and pay them to do any repairs than wait for the council process to get through, they are a poor council.
- Service provided by council is atrocious and treat people like dirt.
- Should be able to voice your options.
- Situation - subject to anti-social behaviour referring to pets in the maisonettes - ongoing case.
- Something's need updating such as the boiler; this would make my property more energy efficient and save me money.
- Sometimes feel that good tenants get discriminated against.
- Start listening to tenants more to make sure the money is going to the right places, especially with regards to repairs and maintenance. Services aren't as good as they used to be.
- Start vetting people that they put in the houses, putting like with like.
- Talk direct to the contractor.
- Thanks for re-wire.
- The actual council is good but the quality of the homes/repairs is questionable.
- The block needs sound proofing, but there's no funding.
- The communal cleaning hasn't been completed inside and all outsides of flats need painting etc. My window fell out when I moved in and had multiple issues with heating and water some of which are still unresolved.
- The contracted cleaners do not clean communal areas to a satisfactory level.
- The contractors are a very mixed bag sometimes they are good sometimes they are pretty poor. There is not enough communication, sometimes the contractors turn up whenever they want and if nobody's in they don't come back to do the work at any other time. They turned up a couple of days earlier than stated to do some painting and because we were going out they couldn't do it but they never came back to do it again. It has taken numerous visits to fix the back door and the old one still hasn't been removed from the garden. The new windows which were installed were plastic and didn't include any locks which makes insurance really expensive. There is a certain amount of antisocial behaviour in the area. The council also need to be more upfront and honest. We had problems with the bin collection and the council said that somebody had come out to see this but they never did, I have video evidence from the problem and security cameras which shows that they did not come, would prefer it if they were just home.
- The council do a good job in difficult circumstances.
- The council inherited poor quality council houses, and not much has changed in terms of quality, especially in terms of sound proofing.
- The council needs to take more notice of the outside of the houses, fences and general maintenance of homes.
- The damp has not been resolved; I have had to go to a salvation house. The anti-social behaviour is also a large issue.
- The heating had been causing a bit of a problem. But it's ok now, glad it was sorted finally. Bad wiring, just haven't got around to calling, hazardous.
- The house was in no state to live in and all repairs should have been completed before I moved in.
- The houses could do with new bathrooms and kitchens.



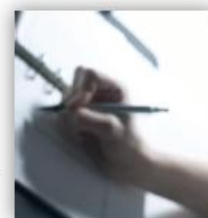
- The only thing is been paying rent since May but still haven't moved in yet, as repairs were still underway. Not moved in yet - radiators went in on Friday. Been quite a few months!
- The overall structure needs attention, for example involving the tenants in meetings to discuss issues and views.
- The pavement outside is dangerous but the council wont fix, a councillor came to look at it and said he didn't think it was dangerous but if someone did hurt themselves then put a claim in, however what good is putting a claim in if you've broken your neck. The road signage is not good enough around the area and again the council refuses to change it, despite the fact that I have had ambulances struggle to find my house and go somewhere else in the past.
- The people who came to do work and couldn't replace all cupboards and was told it would be looked into and never heard from since.
- The repairs team installed a light switch incorrectly in a different room; during this job they also stained my curtains.
- The services provided by the council are not consistent across west Lancashire.
- The surrounding area is lovely with the trees and greenery; however, pavements and external building are of poor quality, they look appalling. The bins outside become public bins because of geographical location and exposure to the surrounding neighbours. In Liverpool, they have a scheme called: "defensive neighbourhood" where certain areas are cordoned off from public to avoid tenants experiencing such problems. We hang out our washing out but sadly a lot of youngsters walk in and pull it down or steal it. So we're stuck in flats with no where to dry clothes! Can I say something else about the heating system? The heating system is expensive; it doesn't even do the job. Environmental disaster of the overnight storage heaters.
- There are pigeons living in the block of flats but no one has come out to have a look.
- They are doing a very good job, pleased at the moment.
- They are rubbish at sorting out repairs.
- They came to do the repairs but they didn't come by my flat.
- They do a good job.
- They need to clear up the area and get rid of the foreigners.
- They need to do something about it. I need to do everything.
- They need to get better builders.
- They should be more lenient with pets.
- They should do more work inside the house. We can't afford to do some work. There is a back door that is not working.
- They were meant to come out last week and didn't turn up. The pebble dashing is also terrible.
- They weren't very helpful with the damp in my home.
- Updates should be done, refurb etc everything is old fashioned.
- Very helpful. Good service.
- Very satisfied.
- Waiting for a house am in a flat with two small babies
- Wants to know when the outside of the house is going to be painted - promised last summer to re-paint and it hasn't happened. Paint peeling off the houses and the porches, looking messy and not nice.
- Was talk of fitted kitchens a while ago but this hasn't happened, I imagine that's just down to money now.
- We get good value, and good response.
- We've always been looked after, but waiting in call queues is a problem.
- When you call the council for something they either don't do it or take very long doing it.
- Why after 43 years have not replaced the kitchen.
- Why are the block of flats left last.

- Would like a new bathroom.
- Would like more information.

# Using evidence to shape better services



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## Measurement ♦ Evaluation ♦ Learning





**ARTICLE NO: 3A**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY**

**MEMBERS UPDATE 2012/13  
ISSUE: 4**

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**Article of: Assistant Director Community Services**

**Relevant Managing Director: Managing Director (People and Places)**

**Relevant Portfolio Holder: Councillor D Sudworth**

**Contact for further information: Mr A Hill (Extn 5243)  
(E-mail: a.hill@westlancs.gov.uk)**

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**SUBJECT: EXEMPTION TO CONTRACTS PROCEDURES RULES – DAY TIME  
COLLECTION OF STRAY DOGS**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To advise members of an exemption to the Contracts Procedures Rules signed by the Managing Director (People and Places), under her delegation. This document is included as Appendix 1.
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## **2.0 Background**

- 2.1 As a result of an MSR decision from last year, the Council needed to find an external provider to collect stray dogs. In order to make a saving of £11,000 per annum, the Council's Dog Warden was to be replaced by an external collection service. Thus instead of employing a member of staff and providing a vehicle, a contractor will respond to calls about stray dogs.
- 2.2 Following the decision an advert was placed which provided information about the proposed tender exercise and asked for expressions of interest by the 16<sup>th</sup> January 2013. Although two companies asked for the Pre Qualifying Questionnaires (PQQs), only one returned it.

### **3.0 WAY FORWARD**

- 3.1 The company who returned the PQQ was Leigh Dogs and Cats Home. The Council already uses them to kennel stray dogs and collect strays out of hours, under a separate contract (which is up for renewal next year). As such we have a good working relationship with them and are well aware of their capabilities.
- 3.2 As there was only one interested party, there was no real value in undertaking a tender exercise in order to find out the lowest price. Under the exemption, we were allowed to negotiate with the company to discuss the necessary charges and as a result commenced the contract on the 1<sup>st</sup> February 2013.

### **4.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

- 4.1 There are no significant sustainability impacts associated with this article and, in particular, no significant impact on crime and disorder. The article has no significant links with the Sustainable Community Strategy.

### **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 6.1 The collection of stray dogs by an external contractor is set to save the Council at least £11,000.

### **7.0 RISK ASSESSMENT**

- 7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this article.

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### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Article.

### **Equality Impact Assessment**

The Article is for information only and does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

Appendix 1 – Copy of Exemption



# Memorandum

<b>To:</b>	<b>Managing Director (People &amp; Places)</b>	<b>Ref :</b>
<b>From:</b>	<b>John Ryding Executive Procurement &amp; Projects Manager</b>	<b>Ref : JHR/SC</b>
<b>Subject:</b>	<b>DAY TIME COLLECTION OF STRAY DOGS</b>	
<b>Date:</b>	<b>24<sup>th</sup> January 2013</b>	

The above contract was to be the subject of a tender exercise which has already involved the publication of an advert in a newspaper asking interested organisations to apply to be allowed to submit a tender.

At the end of the application period only one organisation has submitted an application. It is, therefore, felt that it would now be more appropriate to negotiate with that single organisation than run a tender exercise where there is only one tenderer. This negotiation approach is supported by both common sense and the Public Contract Regulations 2006 (as amended) which, whilst not applying to this below threshold contract, set out good procurement practice and at Regulation 14(1)(a)(ii) allow for negotiation in such circumstances.

The organisation which has submitted an application is Leigh Dogs and Cats Home who the Council has a current contract with for dog kennelling and out of hours stray dog collection and, therefore, is confident of their quality of work and has knowledge of the level of charges they make for this type of service.

Furthermore, as the Council employee who currently undertakes this service will leave the Council's employment shortly, the initial situation was to negotiate a short interim contract for this service with Leigh Dogs and Cats Home until the service could be taken over by the successful tenderer for this tender exercise. An appropriate exception to Contract Procedure Rules has already been obtained for this interim contract. However, it is now felt better to roll the interim contract and the longer term contract into one single contract with a commencement date of 1<sup>st</sup> February 2013 and an end date of 31<sup>st</sup> March 2016 (with an option to extend).

As the commencement date of the new proposed contract is the 1<sup>st</sup> February 2013, there is not sufficient time to seek an exception to Contracts Procedure Rules from Members therefore, using your authority under Contract Procedure Rule No.4, will you please grant an exception to Contract Procedure Rule No. 7 to allow the Council to negotiate a contract (for the above service) with Leigh Dogs and Cats Home without the need for a tender exercise.

To grant the requested exception please countersign one copy of this memo and return it to me.

.....

John Ryding  
**(Executive Procurement and Projects Manager)**

I grant the exception to Contract Procedure Rule No. 7 as requested for the reasons detailed above.

..... **Managing Director (People and Places)**

Date .....