



**ARTICLE NO: 1A**

**CORPORATE AND  
ENVIRONMENTAL OVERVIEW  
AND SCRUTINY COMMITTEE:**

**MEMBERS UPDATE 2014/15  
ISSUE: 3**

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**Article of:** Borough Solicitor

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

**Contact for further information:** Mrs. J Brown (Extn 5065)  
(E-mail: [julia.brown@westlancs.gov.uk](mailto:julia.brown@westlancs.gov.uk))

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**SUBJECT: MINUTES OF ONE WEST LANCASHIRE BOARD – THEMATIC GROUPS**

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Wards affected: Borough wide

**1.0 PURPOSE OF ARTICLE**

1.1 To notify Members of the latest notes/minutes of meetings of One West Lancashire Board - Thematic Groups available on the Board's website.

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**2.0 BACKGROUND**

2.1 The West Lancashire Local Strategic Partnership was dissolved on 31 March 2013 and its successor partnership arrangement 'One West Lancashire' was established. Minutes of the Thematic Groups will continue to be received by the One West Lancashire Board and reported to Members via future issues of this Members' Update.

2.2 The following notes/minutes have been included since the last edition of this Members Update:

- Ageing Well Partnership – 11 September 2014 and 7 October 2014
- People and Communities – October 2014
- Transport – 16 September 2014

They can be accessed on the One West Lancashire Board's web page at:  
<http://www.onewestlancs.org/thematic-groups.html>

### **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 Thematic Groups were established in order to achieve the objectives of 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 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 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**

None.



**ARTICLE NO: 1B**

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

**MEMBERS UPDATE 2014/2015  
ISSUE: 3**

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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 7 July 2014 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 – [Minutes of 7 July 2014.](#) -



**ARTICLE NO: 1C**

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

**MEMBERS UPDATE 2014/15  
ISSUE: 3**

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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 LANCASHIRE COUNTY COUNCIL'S HEALTH SCRUTINY  
COMMITTEE**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1** To keep Members apprised of developments in relation to Health Overview and Scrutiny in Lancashire.

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## **2.0 BACKGROUND AND CURRENT POSITION**

- 2.1** The Health and Social Care Act (2001), subsequently superseded by the National Health Service Act 2006 and the Health and Social Care Act 2012, extended the powers of Overview and Scrutiny Committees of local authorities responsible for social services functions to include the power to review and scrutinise matters relating to the health service in their areas.
- 2.2** The Health Scrutiny Committee at Lancashire County Council exercises the statutory functions of a health overview and scrutiny committee. The Membership of the Committee includes twelve non-voting Co-opted district council Members, West Lancashire's representative is Councillor Mrs Stephenson.
- 2.3** To ensure that Members receive regular updates on the work being undertaken by the Committee and to provide an opportunity to feed back

any comments via the Council's representative, a copy of the County Council's Health Scrutiny Committee minutes are attached.

### **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 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**

Minutes of the Health Scrutiny Committee [Minutes of Health Scrutiny Committees](#)

1. 10 June 2014
2. 22 July 2014
3. 2 September 2014
4. 7 October 2014



**ARTICLE NO: 2A**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE**

**MEMBERS UPDATE 2014/15  
ISSUE: 3**

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**Article of: Transformation Manager**

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

**Portfolio Holder: Cllr David Westley**

**Contact for further information: Ms A Grimes (Extn. 5409)  
(E-mail: [alison.grimes@westlancs.gov.uk](mailto:alison.grimes@westlancs.gov.uk))**

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**SUBJECT: BUSINESS PLAN 2011-15: DELIVERY PLAN MONITORING (Q2 2014-15)**

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Wards affected: Borough wide

**1.0 PURPOSE OF ARTICLE**

1.1 To update Members on the progress made towards the implementation of the Business Plan Delivery Plan during July-September 2014.

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**2.0 BACKGROUND AND CURRENT POSITION**

2.1 In April 2011, the Council formally adopted a Business Plan 2011-15. The purpose of this plan is to deliver the Council's priorities whilst realising the efficiencies and savings necessary for the effective financial and operational management of the Council. The actions to achieve this are detailed in the Business Plan Delivery Plan.

2.2 Progress against the Delivery Plan is monitored to ensure the effective management of its implementation. Many of the actions are the subject of more detailed reports to committees. A quarterly summary of activity of the delivery plan is produced and a full Annual Report is submitted to Council.

2.3 The Business Plan was refreshed for 2014/15. Actions are aligned directly to the Council's priorities to provide a framework for their delivery.

2.4 The monitoring process has highlighted that good progress continues to be made on the delivery plan. Appendix A summarises the progress in the second quarter of 2014-15. Explanations have been provided as appropriate in those areas where progress has not been as planned.

### **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 It is essential to the effective management of the Council that sufficient time and consideration is given to the business planning process. The risk of non-achievement of the aims of the Business Plan is mitigated through strong and effective performance management arrangements. The actions referred to in this article are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant operational risk registers.

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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**




There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality target groups.

#### **Appendices**


Appendix A: Q2 2014-15 Business Plan Delivery Plan Monitoring Report





# APPENDIX A: Business Plan Delivery Plan Q2 2014/15


Action Status		
		
Action completed	Action in progress	Milestone overdue / tbc


## Balancing the budget and providing the best possible services within the resources available


Service:	Corporate			Head of Service:	Managing Directors	
Action	Description	Milestones	Due Date	Completed	Milestone Note	
B_01	MSR 15-16	Revise methodology	30-Sep-2014	Yes		
		Heads of Service to conduct base budget reviews and provide any new or emerging Policy Options to Managing Directors	31-Oct-2014		On track	
		MDs report to Council – MSR 15/16 (Part 1) base budget review approval and approach to closing remaining budget gap, and Business Plan 2015-18	17-Dec-2014		Part 1 has no service delivery implications	
		MDs report to Council – MSR 15/16 (Part 2) any policy options for consultation	25-Feb-2015			
		Budget 15/16 takes effect	01-April-15			
		Public consultation on options (as necessary)	31 May 2015			
Status		Note				


Service:	Transformation			Head of Service:	Shaun Walsh	
Action	Description	Milestones	Due Date	Completed	Milestone Note	
B_02a	OR in Housing (Voids & Allocations, Estate Management, Rents & Money Advice)	Start OR review of the Operational Services area within Landlord Services	01-Apr-2013	Yes		
		Complete review of Landlord Services	30-Jul-2014	Yes		
		Findings / recommendations report submitted to Cabinet	16-Sep-2014	Yes		
		Begin implementation of recommendations	01-Oct-2014	Yes		
Status		Note	Review conducted inhouse.			

<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02b	OR within Property Services (one service area)	Start OR review of the Operational Services area within Landlord Services	01-Sep-2014	Yes	
		Complete review	31-Mar-2015		This date is provisional
		Findings / recommendations report submitted to Cabinet	30-Jun-2015		This date is provisional
		Begin implementation of recommendations	01-Jul-2015		This date is provisional
<b>Status</b>		<b>Note</b>	Review being conducted inhouse. Provisional dates to be agreed at scoping stage of the project.		


<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02c	OR in Legal & Member Services	Bring forward area for review	26-Apr-2013	Yes	Legal & Member Services
		Identify organisation to conduct review	25-Oct-2013	Yes	Consultants engaged via mini-competition between OR Assessment Framework
		Begin OR review	20-Jan-2014	Yes	Revised date to accommodate appointment and timetabling of consultancy support.
		Complete review	24-Oct-2014	Yes	
		Findings / recommendations report submitted to Cabinet	13-Jan-2015		
		Begin implementation of recommendations	30-Jan-2015		
<b>Status</b>		<b>Note</b>	Review conducted by consultants from the OR Assessment Framework.		


<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02d	Planning for future OR Work	Consider approach to delivering future OR reviews	01-Sep-2014	Yes	
		Prepare options/recommendations paper	31-Oct-2014		This will consider options for delivery of future projects.
		Decision by Members on which option to adopt	31-Jan-2015		
<b>Status</b>		<b>Note</b>	Action milestones revised to include options review ahead of further OR work.		


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_03	Strategic Asset Management Plan	Review SAMP process	30-Jun-2014	Yes	
		Implement revised SAMP process	31-Jul-2014	Yes	Approved by Cabinet in September.
		Broad sweep of remaining wards concluded	30-Sep-2014	Yes	
		Tanhouse Ward survey	30-Dec-2014	Yes	Appraisal completed
		Moorside Ward survey	31-Mar-15		Appraisal underway
<b>Status</b>		<b>Note</b>			


<b>Service:</b>				<b>Head of Service:</b>	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_05	HRA Self-financing Business Plan	Agree budget for 2014/15	26-Feb-2014	Yes	
		Council Approval of 2014/15 Budget	26-Feb-2014	Yes	February Full Council
		Revenue bids allocated to specific officers to manage budget heads	28-Feb-2014	Yes	
		Capital Growth bids to be built into project plan of schemes	01-Apr-2014	Yes	
		Implement project plan for delivery of major capital schemes	01-Apr-2014	Yes	Work on the Capital programme have commenced and will continue during the financial year.
		Revise budgets and schemes in line with realistic outturning dependent on current performance and tender prices	30-Sep-2014	Yes	Realistic projections have been assessed and Members will be asked to confirm these revised budgets and to consider whether to reinvest any savings.
		Mid-year review to be agreed	17-Dec-2014		
<b>Status</b>		<b>Note</b>			

**Caring for our borough by delivering the small improvements that can make a big difference**

<b>Service:</b>	Community Services		<b>Head of Service:</b>	Dave Tilleray	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-02	Moor Street	Engage consultants for design work	28-Feb-2013	Yes	Initial scoping design work underway to options appraisal
		Member/public consultation	27-Jul-2014	Yes	June/July including an exhibition of potential designs.
		Further milestones (option selection, scheme design, contract works commence) to be confirmed during current project development exercise.	tbc		
<b>Status</b>		<b>Note</b>	A joint scheme in partnership with Lancashire County Council (LCC). Funded by LCC, WLBC and from the High Street Innovation Fund.		

<b>Service:</b>	Street Scene		<b>Head of Service:</b>	Graham Concannon	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-04	Public Realm	Apply spring/summer weed control	31-Oct-2014		Weed spraying applications start in April then continue throughout the growing year into October 2014
		Complete agreed grass cuts	31-Oct-2014		Grass cuts across LCC land between April and October 2014
		Complete agreed tree work	31-Mar-2015		Tree maintenance work as authorised by LCC between October and March 2015.
<b>Status</b>		<b>Note</b>	Following a number of successful years of partnership working, WLBC will continue to manage the Public Realm across the Borough delivering services such as grass cutting of verges and hedge trimming on behalf of Lancashire County Council.		


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-05	Housing Asset Management Programme	Update Asset Management Sustainability Model	30-Nov-2014		Ongoing
		Start Consultation on preferred option for Beechtrees revival	31-Dec-2014		Consultation pack currently being developed for approval by senior management and wider stakeholder approval. Consultation date and subsequent milestone dates revised to be more in line with financial timetable. This reduces the delay between consultation and implementation.
		Deliver year 2 of the 5 year investment plan	31-Mar-2015		
		Complete Consultation on preferred option for Beechtrees revival	01-Apr-2015		
		Report to Cabinet and Council	30-Sep-2015		
<b>Status</b>		<b>Note</b>			


<b>Service:</b>	Community Services			<b>Head of Service:</b>	Dave Tilleray
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-06	Expanding CCTV coverage	Invite draft locations from Parish Councils	30-Jun-2014	Yes	
		Commence public consultation on proposed sites	15-Jul-2014	Yes	Consultation 03 - 31 July
		Final decision on sites (Managing Directors and Asst. Director of Community Services in conjunction with Portfolio Holder)	15-Sep-2014	Yes	
		Place order with ATEC Security Solutions	30-Sep-2014	No	Order expected to be made by end of November. (To allow further feasibility studies to be completed).
		Seven cameras operational	31-Aug-2015		
<b>Status</b>		<b>Note</b>	CCTV can directly contribute to the equality objectives of the Council in relation to addressing the effects of ASB since cameras can help reduce ASB and therefore improve the quality of life of residents.		

<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-07	Ormskirk Town Centre Strategy	Draft Ormskirk Town Centre Strategy & Action Plan to Cabinet	11-Nov-2014		Draft Strategy to go to Exec O&S Committee in November for pre-scrutiny ahead of Cabinet.
		Cabinet approval of Draft Strategy & Action Plan for consultation purposes.	31-Jan-2015		


		Cabinet to approve Ormskirk Town Centre Strategy	30-Jun-2015		
		Detailed Action Plan to be approved for implementation	30-Jun-2015		
<b>Status</b>		<b>Note</b>			


### Focussing upon sustainable regeneration and growth within the borough

<b>Service:</b>	Housing & Regeneration		<b>Head of Service:</b>	Bob Livermore	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-01	Remodelling Industrial Estates	Appoint consultant within EPS Framework	30-Jun-2014	Yes	
		Appoint Design and Build Contractor within Framework	30-Sep-2014	N/A	Framework now not operational. Consultants NPS seeking planning consent. Pre application appointment booked.
		Obtain detailed planning permission and building regulations	15-Apr-2015		
		Complete build	30-Sep-2015		
<b>Status</b>		<b>Note</b>			


<b>Service:</b>	Planning Services		<b>Head of Service:</b>	John Harrison	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-04	Infrastructure Delivery – Transport (Skelmersdale Rail Link Feasibility Studies)	Draft GRIP 2 Report (Skelmersdale)	31-Oct-2014	On track	
		Final GRIP 2 Report	31-Jan-2015		
		Report to Members	31-Mar-2015		
<b>Status</b>		<b>Note</b>	Delivery and management of project is not within WLBC control.		


<b>Service:</b>	Planning Services		<b>Head of Service:</b>	John Harrison	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-05	Skelmersdale Vision	Agree supplementary agreement relating to land at Findon, Delph Clough and Digmaor	30-Apr-2014	No	Draft Agreement has been agreed and in the processes of being finalised and signed off by all parties.
		Complete appraisal of alternative development	31-May-2014	Yes	Significant progress is being made on this piece of work (as at


		options to deliver Town Centre regeneration			September) and it is anticipated that a revised planning application will shortly be submitted.
		Remarket residential sites at Findon, Delph Clough and Digmoor	31-May-2014	No	Delayed as a decision was taken to front load this action, i.e. carry out ground investigation works on Findon and prepare all necessary legal documentation required to facilitate a quick sale of the sites in the event of developer interest.
		Complete Public Realm and environmental improvements	31-Oct-2014		
		Subject to market interest complete sale of residential sites	31-Dec-2014		
<b>Status</b>		<b>Note</b>	<i>Project Board Meetings</i> are held regularly and involve representation from HCA, WLBC, St Modwen and LCC. <i>Skelmersdale Town Centre District / County Liaison Group</i> meetings involving Members from WLBC and LCC are held to ensure full political engagement.		

<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-06	Firbeck Revival	Agree energy efficiency scheme for houses and Firbeck Court	30-Jun-2012	Yes	
		Agree revival scheme	30-Sep-2012	Yes	
		Complete Phase 2 work (decant and demolition)	30-Jun-2014	No	Decant completed. Demolition due to commence 15 October.
		Consult on Phase 3 (New housing and Street Scene improvements)	30-Sep-2014	Yes	Consultation on new build procurement completed. Outline Planning application submitted.
		Complete Phase 1 Improvements (energy efficiency)	31-Dec-2014		Pilot Scheme to 8 properties demonstrating works being offered is complete. Works to remaining properties to be completed by February.
		Commence Phase 3 (New housing and Street Scene improvements)	01-Apr-2015		
		Complete Phase 3 - new housing element	01-Apr-2016		
		Complete Phase 3 - Street Scene element	30-Sep-2016		
<b>Status</b>		<b>Note</b>			

<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-07	Participate in the Land Auctions Pilot with Homes & Communities Agency	Produce expression of interest that complies with Delivery Partner Panel 2 (DPP2)	31-Mar-2014	Yes	
		Determine S.106	30-Apr-2014	Yes	
		Redraft of Memorandum of Understanding	30-Apr-2014	Yes	

		Produce and issue sifting document	31-May-2014	Yes	Third party appointed and ITT draft produced.
		Award contract	30-Sep-2014	No	
		Produce and issue mini competition	31-Oct-2014		ITT to be issued by third party by end of October (revised due date).
		Procure site investigations for Whalleys 4	31-Dec-2014		
<b>Status</b>		<b>Note</b>			

<b>Service:</b>	Housing & Regeneration		<b>Head of Service:</b>	Bob Livermore	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-08	Economic Development Strategy	Final Consultant's Economic Development Study and Action Plan	31-Aug-2014	Yes	
		Draft Economic Development Strategy & Action Plan to Cabinet	30-Jun-2015		Draft Strategy to go to Exec O&S Committee in November for pre-scrutiny ahead of Cabinet.
		Cabinet approval of Strategy & Action Plan	17-Mar-2015		
<b>Status</b>		<b>Note</b>	The ED Study provides a robust evidence base that will inform the ED Strategy, information such as levels of deprivation, skills and qualifications, employee numbers. This information will help to shape new projects that will improve the life chances of residents, having a direct and positive impact on the equalities agenda.		

<b>Service:</b>	Transformation / Housing & Regeneration		<b>Head of Service:</b>	Shaun Walsh / Bob Livermore	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-09	Preparing for Universal Credit (including Financial Inclusion Strategy)	Complete draft FI strategy	01-May-2014	Yes	Work on the draft FI strategy within H&R completed.
		Initial engagement with DWP	23-Jun-2014	Yes	Go-live date for West Lancs announced for 15 September.
		Delivery Partnership Agreement (DPA) sign off	31-Aug-2014	Yes	DPA signed and dispatched to DWP 25th September
		Mobilisation and transition activity	15-Sep-2014	Yes	All elements of UC delivery framework implemented by go-live date.
		Scheduled go-live of UC in West Lancs (1st cohort only)	15-Sep-2014	Yes	Went live on schedule – including extended cohort – single and couples
		On-going review of UC delivery model in West Lancs	31-Mar-2015		Review will commence following go-live.
		Finalise FI strategy and present to Council	tbc		
<b>Status</b>		<b>Note</b>	The Council have an equality objective in relation to Financial Inclusion. The development of a strategy will have to have regard to some of the most vulnerable in society and full regard will be had to equality impacts throughout this work. A Universal Credit Task Group involving the Council, the local JCP Team and BTLS has been set up to manage implementation within West Lancs.		





**ARTICLE NO: 2B**

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

**MEMBERS UPDATE 2014/15  
ISSUE: 3**

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

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

**Contact for further information: Mr P Morrison (Extn. 5237)  
(E-mail: [peter.morrison@westlancs.gov.uk](mailto:peter.morrison@westlancs.gov.uk))**

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**SUBJECT: SURVEY OF TENANTS AND RESIDENTS**

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Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To update Members with performance and key messages emerging from the survey results from this year's biennial survey of tenants & residents and present the findings report and accompanying communication plan.
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## **2.0 BACKGROUND**

- 2.1 In order to comply with Government statutory requirements to report performance against National Indicator (NI) 160 (Local authority tenants' satisfaction with landlord services), the Housing Service completed a STATUS survey every two years. The Government provided financial support to undertake this survey.
- 2.2 With effect from August 2010 the requirement to submit data for NI 160 was withdrawn by the Government following their review of National Indicators.
- 2.3 The Chartered Institute of Housing & Housemark felt there was merit in Social Housing Providers continuing with a survey as it serves as a tool to drive improvements and can be used to benchmark performance against other housing providers. The survey was reviewed and renamed as the Survey of Tenants & Residents (STAR).
- 2.4 The Housing Service now runs STAR biennially with the fieldwork for this year's survey being undertaken in July. From a housing stock of 6010, 984 questionnaires were compiled by MEL Research, an independent market research company. The results therefore providing an overall confidence level of  $\pm 2.9\%$ .

- 2.5 The Housing & Regeneration Service has a vision, “to be a top performing landlord within an economically vibrant West Lancs”, and these results will be used to highlight areas of success and to target areas where we can do better and which will help us achieve our vision.
- 2.6 A detailed presentation of the results will be made to Service Managers by the independent market research company. Resultant actions for improvement will be identified where appropriate and subsequently included within team / service area action plans.

### 3.0 KEY FINDINGS

- 3.1 Table 1 below sets out a list of core questions in respect of satisfaction levels and which have been benchmarked nationally against other social housing providers.

Core Question	STAR Result 2014	Peer Group - National			Upper Quartile
		Lower Quartile	Median	Upper Quartile	
Overall service provided	86%	82%	88%	90%	Above Median
Overall quality of home	87%	81%	85%	89%	Below Median
Neighbourhood as a place to live	90%	83%	86%	89%	Lower Quartile
Rent provides VfM	86%	78%	82%	87%	
Repairs and maintenance	83%	76%	82%	87%	
Listen to views and act upon them	82%	64%	69%	76%	

**Table 1 2014 results for West Lancashire Borough Council against National Social Housing Providers (61 organisations in total)**

- 3.2 Members will note the positive results listed and that our aim of upper quartile performance by 2012 has been achieved in some areas. Whilst the majority of the core satisfaction results have improved, overall satisfaction has reduced by 1% from the 2012 survey. The reason for this is yet unclear and whilst this should not be ignored, it is not statistically significant given the confidence levels mentioned earlier in the report.
- 3.3 The findings report does reveal that general needs tenants overall satisfaction with the services provided has increased from 82% (2012) to 85 % (2014). This is in contrast to sheltered tenants where overall satisfaction levels have decreased from 91% (2012) to 88% (2014). There have been some recent changes to how services are delivered to sheltered tenants and there is a possibility of some unsettlement within the service whilst these changes are embedded. Members will be aware that there are more changes due in the future, due to changes in Supporting People funding arrangements however, we will try to mitigate the impact by consulting and working closely with tenants.

3.4 Table 2 sets out the direction of travel against each of the key questions asked in the survey. Members will note that “Keeping tenants informed” is not a question asked nationally and therefore no benchmark data is available.
















Key Performance Indicators		2014	% dif.	2012
	Overall satisfaction	86%	 -1%	87%
	Quality of home	87%	 +3%	84%
	Condition of property	87%	 +3%	84%
	Neighbourhood	90%	 +3%	87%
	Rent provides VfM	86%	 +3%	83%
	Repairs & maintenance	83%	 +2%	81%
	Listens to views	82%	-	82%
	Keeping tenants informed	77%	 -6%	83%

Table 2 – Direction of Travel

3.5 Significant investment in tenants’ homes has yielded improvements to satisfaction in some of the key areas however, this may have adversely affected the ‘keeping tenants informed’ result. The focus has been on procuring and delivering the investment programme and not taking into account the need to provide tenants with regular updates on progress. This along with examining how newsletters are produced and how tenants are kept informed across the service area will be the focus for future improvement actions.

3.6 Contact with the Council – The survey results highlighted that of those tenants that had contacted the Council in the last 12 months only 2% had done so by completing an on-line form. This is an area where we need to improve as this is

by far the cheapest and most efficient way of delivering service and an area where the Government and the housing sector has recognised the need to shift delivery channels. The Government's "Digital by Default" agenda, linked to Universal Credit roll out, will mean that this channel shift will happen and we will need to align our service delivery mechanisms, not only to make efficiencies but to ensure tenants are not being socially excluded by not having access to digital channels.

- 3.7 4% fewer tenants who made contact with the Council found staff to be helpful in comparison to 2012, and 6% were less satisfied with the final outcome.
- 3.8 76% of tenants who contacted the Council in person or by telephone found that the first person they spoke to were able to resolve their query. This proportion has decreased when compared to 2012 (81%).
- 3.9 Of those whose query was not resolved by the first person they spoke to, 58% found it easy to get hold of someone who could deal with their query, whilst 30% found it difficult. The proportion of tenants who found it easy to get hold of someone to deal with their query has increased since 2012 (53%).
- 3.10 Members will be aware that Landlord Services has recently been the subject of an Organisational Reengineering exercise where a number of recommendations for service improvement have been made, but are yet to be implemented. It is expected that once implemented and embedded, these recommendations will yield improvements in some of the key areas surveyed.
- 3.11 It is essential that the results of the survey are communicated to all relevant stakeholders. A communication plan has therefore been established and appended to the report.

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

- 4.1 The cost to appoint an independent research company to undertake this year's Survey of Tenants & Residents amounted to £7,775.00, however this was met using existing resources.

#### **5.0 CONCLUSIONS**

- 5.1 Overall the survey results are positive and show that the Housing service is moving in the right direction in most of the areas. However, there is still significant work to be achieved for the service to achieve its ambition of being a top performing landlord within an economically vibrant West Lancs.
- 5.2 The survey results will be used to influence service action plans for Housing & Regeneration and other relevant service areas, and to focus efforts on achieving our aims.

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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 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 - West Lancashire Borough Council STAR Survey 2014 - FINDINGS REPORT September 2014.

Appendix 2 - STAR Communication Plan.



# 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



**West Lancashire  
Borough Council  
STAR Survey 2014**

**FINDINGS REPORT  
September 2014**

**Measurement ♦ Evaluation ♦ Learning**

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## Project details and acknowledgements

<b>Title</b>	West Lancashire Borough Council STAR Survey 2014 – Tenants findings report
<b>Client</b>	West Lancashire Borough Council
<b>Project number</b>	14125
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## 1) Introduction

M-E-L Research was commissioned to undertake a Survey of Tenants and Residents (STAR) for West Lancashire Borough Council. 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 to them.

### Method

The survey used a telephone method of data collection which was conducted with a random selection of general needs and sheltered tenants. The fieldwork began on July 16<sup>th</sup> 2014 and finished on July 31<sup>st</sup> 2014. In total, 984 interviews were undertaken with tenants.

### Statistical reliability

The overall results in this report are accurate to  $\pm 2.9$  at the 95% confidence level. This means that we can be 95% certain that the results are between  $\pm 2.9\%$  of the calculated response, so the 'true' response could be 2.9% above or below the figures reported (e.g. a 50% agreement rate could in reality lie within the range of 47.1% to 52.9%). Both the general needs and sheltered results in this report are accurate to  $\pm 3.9\%$ .

**Table 1 Stock totals, survey responses and resultant confidence interval**

Tenure type	Stock total	Response number	Confidence Interval
General needs	4,871	572	$\pm 3.9\%$
Sheltered	1,139	412	$\pm 3.9\%$
Overall	6,010	984	$\pm 2.9\%$

### Analysis

The results of the 2014 Survey of Tenants and Residents (STAR) are presented in this report. The results are not weighted as they are found to be representative of the previous year's sample. For each question we present the overall results for West Lancashire Borough Council, along with any previous survey results (where possible) to show changes over time. 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. Cross tabulated results for all groups have been provided in a separate document for West Lancashire Borough Council, to allow for 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

This section shows the key findings of the 2014 STAR Survey, detailed findings can be found in the subsequent sections of this report.

### Overall service provided

**Overall 86% of tenants are satisfied with the service provided by the Council.** When compared to the 2012 results satisfaction levels are similar (86% compared to 87%). 85% of general needs tenants are satisfied, whilst 88% of sheltered tenants express satisfaction with the service provided. Satisfaction levels have increased since 2012 for general needs tenants however have decreased for sheltered tenants.

### Quality of home

**87% of tenants are satisfied with the quality of their home.** 90% of sheltered tenants are satisfied with the quality of home compared to 85% of general needs tenants. Satisfaction levels with the quality of home have risen for all tenants, although it should be noted this rise in satisfaction is due to a considerable increase in satisfaction expressed by general needs tenants (85% compared to 79%), whereas satisfaction expressed by sheltered tenants has decreased.

### Condition of property

**87% of tenants are satisfied with the overall condition of the property.** Satisfaction levels rise to 92% for sheltered tenants but drop to 84% for general needs tenants. These results compare positively with the 2012 results; both general needs tenants and sheltered tenants express higher levels of satisfaction.

### Neighbourhood as a place to live

**90% of tenants are satisfied with their neighbourhood as a place to live.** As seen with other findings, sheltered tenants express higher levels of satisfaction than general needs tenants (93% compared to 87%). Comparison with the 2012 results shows an increase in satisfaction expressed by all tenants, however this rise in satisfaction is due to the large increase in satisfaction expressed by general needs tenants, as satisfaction levels for sheltered tenants has decreased.

### Rent provides value for money

**86% of tenants are satisfied that their rent provides value for money.** Once again, sheltered tenants express higher levels of satisfaction than general needs tenants (89% compared to 83%). These results compare positively with the 2012 results; both general needs tenants and sheltered tenants express higher levels of satisfaction. This is particularly important given the national trend of a decline in satisfaction for this KPI<sup>1</sup>.

### Repairs and maintenance

**83% of tenants are satisfied with the way the Council deals with repairs and maintenance.** Satisfaction levels rise to 89% for sheltered tenants, however drop to 78% for general needs tenants. Comparison with the 2012 results show a slight increase in satisfaction for all tenants,

<sup>1</sup> STAR benchmarking service – Analysis of findings 2012/13 – HouseMark (March 2014)

although it should be noted that satisfaction with repairs and maintenance has risen for general needs tenants and dropped slightly for sheltered tenants.
















### Listens to views and act upon them

**82% of tenants are satisfied that the Council listens to views and act upon them.** Satisfaction levels are similar for general needs (81%) and sheltered (83%) tenants. Overall satisfaction levels have remained similar since 2012 although satisfaction levels expressed by general needs tenants have risen while satisfaction levels for sheltered tenants have decreased.

### Keeping tenants informed

**77% of tenants feel that the Council are good at keeping tenants informed about things that might affect them as a tenant.** This rises to 80% of sheltered tenants stating the Council are good, but drops to 74% for general needs tenants. These results compare poorly to the 2012 results with a large decline in the proportion of tenants who feel the Council are good at keeping tenants informed.

Table 2 Key results for West Lancashire Borough Council for 2014, and 2012

Key Performance Indicators		2014	% dif.	2012
	Overall satisfaction	86%	 -1%	87%
	Quality of home	87%	 +3%	84%
	Condition of property	87%	 +3%	84%
	Neighbourhood	90%	 +3%	87%
	Rent provides VfM	86%	 +3%	83%
	Repairs & maintenance	83%	 +2%	81%
	Listens to views	82%	-	82%
	Keeping tenants informed	77%	 -6%	83%

## Benchmarking

The core results, where possible, have been benchmarked against:

- ◆ a peer group consisting of Social Housing Providers in the North West that carried out tenant satisfaction surveys with both their general needs and sheltered tenants during 2012/13 to 2013/14;
- ◆ a peer group consisting of Social Housing Providers nationally that carried out tenant satisfaction surveys with both their general needs and sheltered tenants during 2013/14.

This shows that satisfaction levels compare very favourably for the neighbourhood as a place to live and for the Council listening to views and acting upon them, with both satisfaction levels falling within both peer groups' upper quartiles. It should also be noted that only five organisations scored higher nationally for listening to views and acting upon them. Satisfaction levels for the other four questions compare reasonably falling just above or below both peer groups' medians.

**Table 3 2014 results for West Lancashire Borough Council against North West Social Housing Providers (33 organisations in total)**

Core question	STAR Survey 2014	Peer group – North West			STAR 2012 Performance
		Lower quartile	Median	Upper quartile	
Overall service provided	86%	85%	89%	91%	Above median
Overall quality of home	87%	83%	87%	90%	Lower quartile
Neighbourhood as a place to live	90%	82%	84%	88%	Upper quartile
Rent provides VfM	86%	81%	85%	89%	Above median
Repairs and maintenance	83%	79%	85%	88%	Below median
Listen to views and act upon them	82%	70%	75%	78%	Upper quartile

■ = Upper quartile ■ = above median ■ = below median ■ = Lower quartile

**Table 4 2014 results for West Lancashire Borough Council against National Social Housing Providers (61 organisations in total)**

Core question	STAR Survey 2014	Peer group - National		
		Lower quartile	Median	Upper quartile
Overall service provided	86%	82%	88%	90%
Overall quality of home	87%	81%	85%	89%
Neighbourhood as a place to live	90%	83%	86%	89%
Rent provides VfM	86%	78%	82%	87%
Repairs and maintenance	83%	76%	82%	87%
Listen to views and act upon them	82%	64%	69%	76%

■ = Upper quartile ■ = above median ■ = below median ■ = Lower quartile

## **Key areas for success**

### **Key performance indicators**

The majority of key performance indicators are showing particularly high levels of satisfaction, with an increase on satisfaction levels being seen for the: quality of home (87%), condition of property (87%), neighbourhood as a place to live (90%), value for money rent provides (86%), and the repairs & maintenance service (83%). It should also be noted that satisfaction levels for the neighbourhood as a place to live and listening to views and acting upon them fall within the peer group's upper quartile.

### **Repairs and maintenance**

Once again results in this section are very positive. There are a higher proportion of tenants satisfied with the repairs and maintenance service in general when compared to 2012 (83% compared to 81%). While there has also been an increase in satisfaction levels for: being told when the workers would call (86% compared to 81%), the time taken before work started (86% compared to 82%), and the overall quality of the work (88% compared to 85%).

## **Key areas for improvement**

### **Keeping tenants informed**

The proportion of tenants who indicate that the Council are good at keeping tenants informed about things that might affect them as a tenant has decreased from 83% (in 2012) to 77%. When performing Key Drivers Analysis on the overall service provided it shows that tenants perceptions on how good the Council are at keeping tenants informed has the strongest influence on overall satisfaction. Comparing the proportions of different sub-groups who state that the Council are good at keeping tenants informed in 2012 and 2014 shows that certain groups are much less positive, this is particularly evident for: tenants aged between 25 and 34, and 45 and 74, tenants living in a household composition of three or more adults, or a two parent family with child/ren, and female tenants. Further consultation work may be needed with these groups to identify the reason in the decrease in the proportion of tenants who state that the Council are good at keeping tenants informed.

### **Demographic differences**

There are large differences in satisfaction levels expressed by different demographic sub-groups across the key performance indicators. Generally two parent families are less satisfied with the majority of the key performance indicators rated, whilst one parent families express the highest levels of satisfaction for the overall service provided, rent provides value for money and the Council listen to views and act upon them. Elderly tenants are more satisfied than younger tenants, with tenants aged below 24 generally less satisfied than tenants in other age groups.

### 3) Contact with Council

This section presents findings on tenant's contact with West Lancashire Borough Council

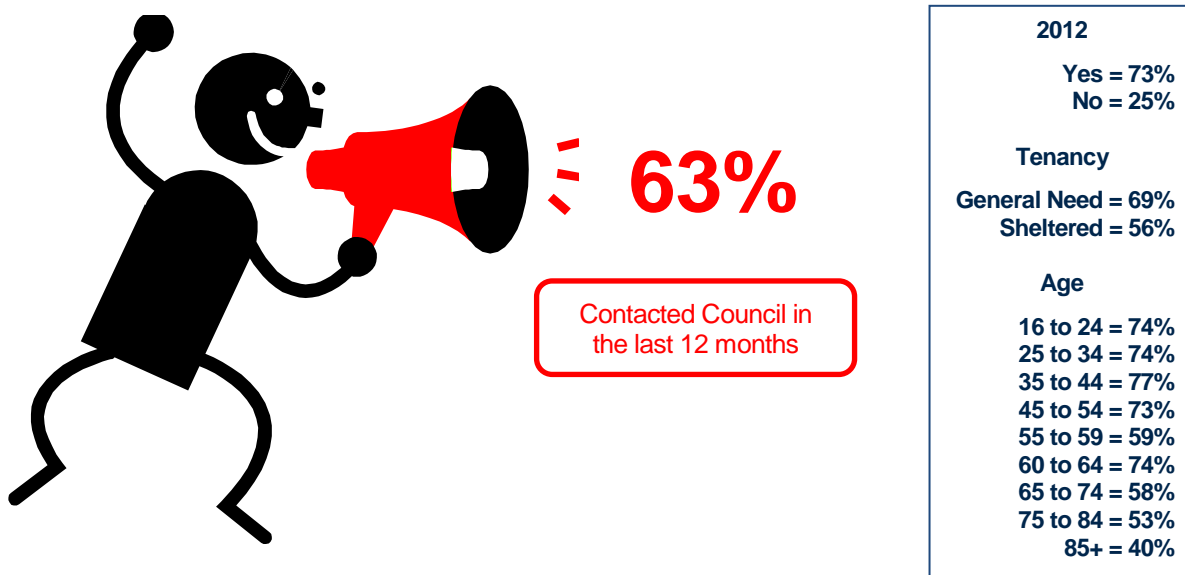
#### Contact with West Lancashire Borough Council in the last 12 months

All respondents were asked if they had contacted the Council within the last 12 months with a housing issue. Around one in three (63%) tenants contacted West Lancashire Borough Council within the last 12 months; the proportion of tenants contacting the Council has decreased since 2012 (73%).

General needs tenants (69%) were more likely than sheltered tenants (56%) to have contacted the Council within the last 12 months. Tenants aged over 85 years old (40%) were least likely to have contacted the Council with a housing issue within the last 12 months.

**Figure 1 Contact with West Lancashire Borough Council in the last 12 months**

Percentage of respondents – base size 984

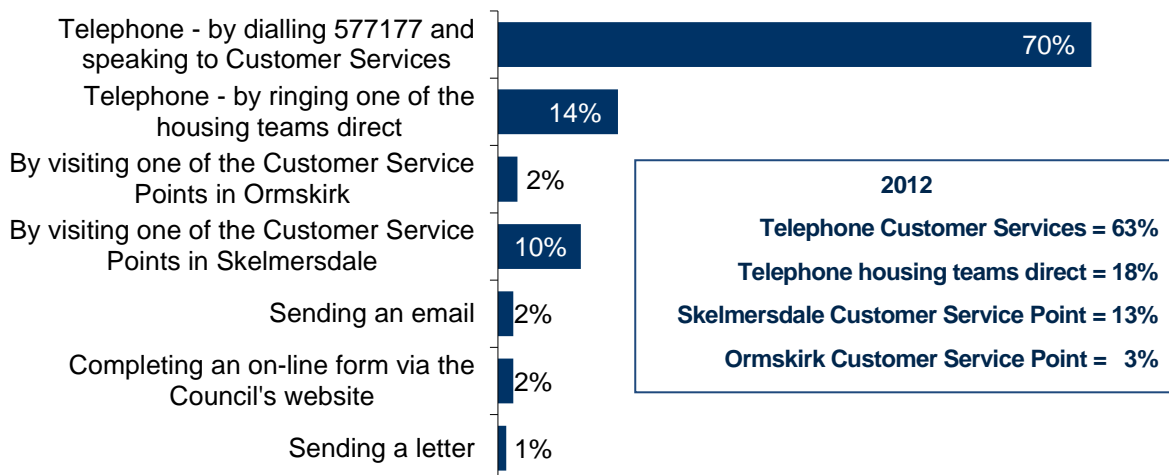


### Method of contact

The vast majority of tenants (84%) who contacted the council in the last 12 months stated doing so by telephone; **70% called Customer Services**, while **14% called one of the housing teams directly**. The proportion of tenants who called Customer Services appears to have increased since 2012.

**Figure 2 Method of contact**

Percentage of respondents – base size 620



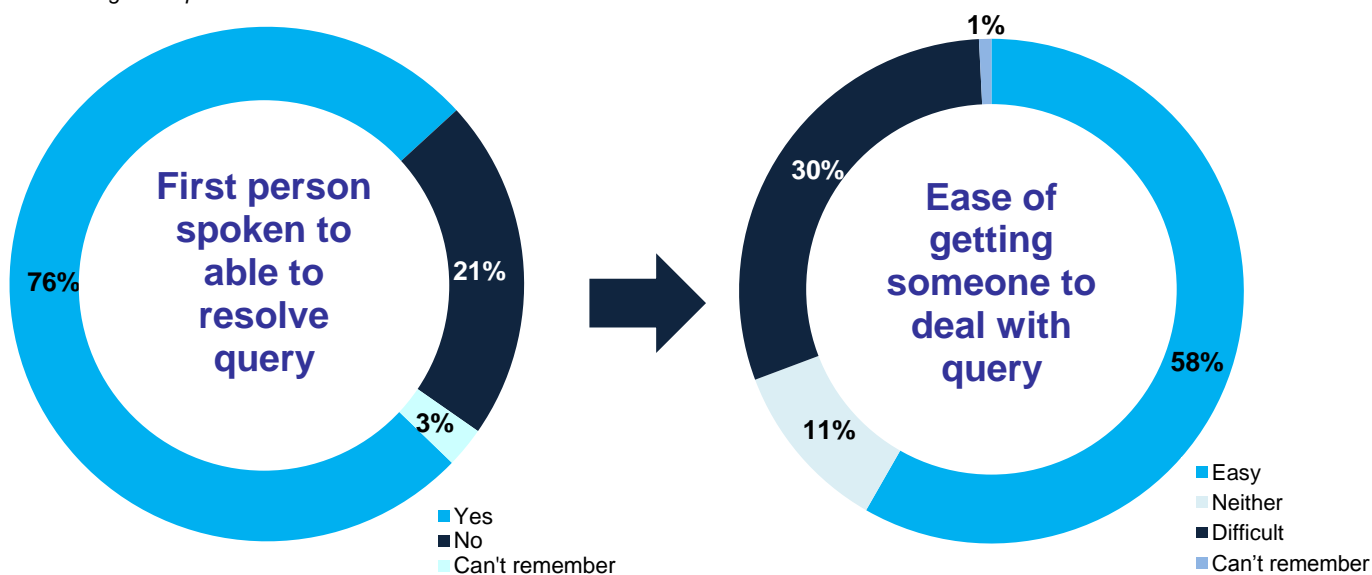
### Ease of getting query resolved

76% of tenants who contacted the Council in person or by telephone found that the first person they spoke to were able to resolve their query. This proportion has decreased slightly when compared to 2012 (81%).

Of the 21% whose query was not resolved by the first person they spoke to: 58% found it easy to get hold of someone who could deal with their query, whilst 30% found it difficult. The proportion of tenants who found it easy to get hold of someone to deal with their query has increased since 2012 (53%).

**Figure 3 was the first person they spoke to able to resolve their query / Ease with which tenants could get hold of the someone who could deal with their enquiry**

Percentage of respondents – base size 591 / 127



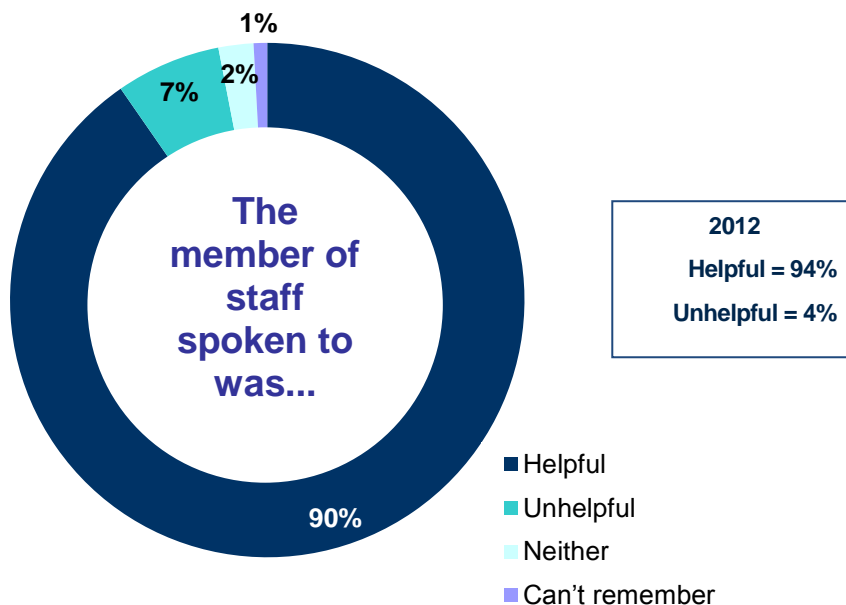


### Satisfaction with customer service

All respondents who contacted West Lancashire Borough Council within the last 12 months, either in person, or by telephone, were asked if they found the staff they spoke to helpful or unhelpful. Nine in ten indicated that the member of staff that they spoke to was helpful, 7% found them to be unhelpful. When compared to the 2012 result there has been a slight decrease in the proportion of tenants who found staff helpful, and a marginal increase in those who found staff to be unhelpful.

**Figure 4 Were staff helpful or unhelpful**

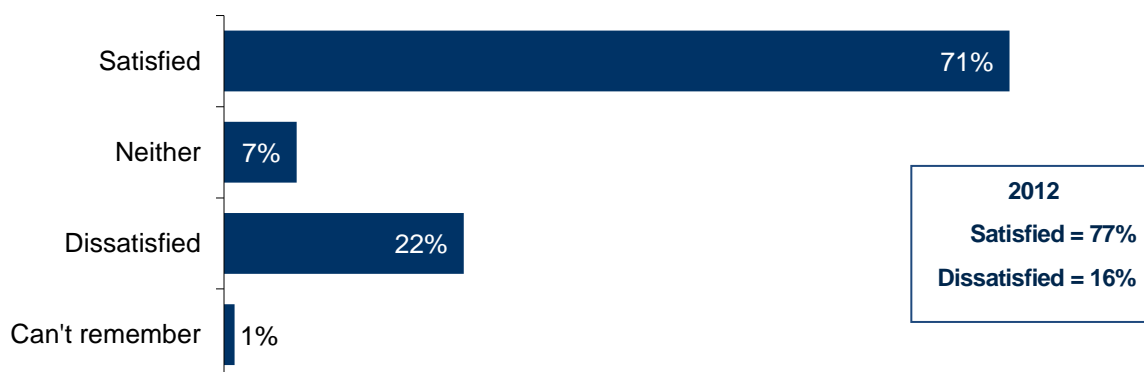
Percentage of respondents – base size 591



All respondents who contacted the Council in the last 12 months were asked how satisfied or dissatisfied they were with the final outcome of their query. Around seven out of ten (71%) stated that they were satisfied with the final outcome of their query, although 22% stated that they were dissatisfied. When compared to 2012 there has been a decrease in satisfaction (71% compared to 77%), and an increase in dissatisfaction (22% compared to 16%), with the final outcome of a query.

**Figure 5 Satisfaction with final outcome**

Percentage of respondents – base size 624



## 4) Repairs and maintenance service

This section presents findings on tenant’s satisfaction with the repairs and maintenance service

### Overall satisfaction with repairs and maintenance service

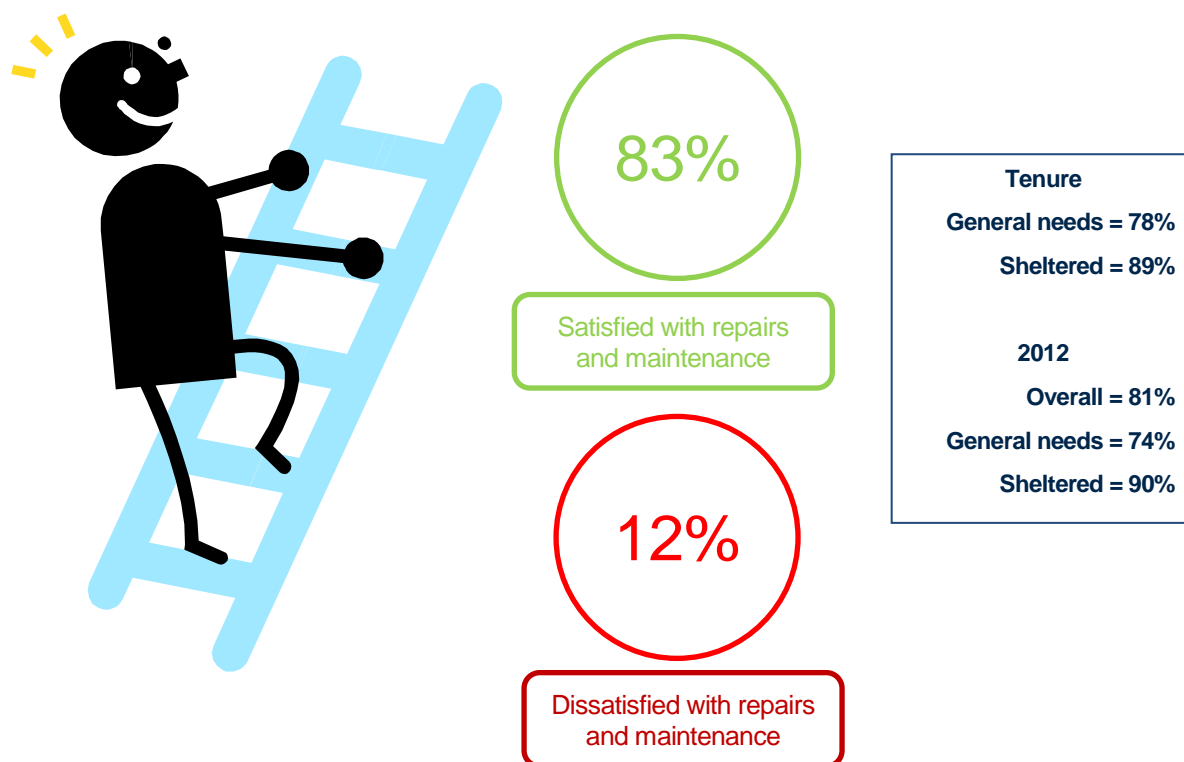
83% of tenants are satisfied with the way West Lancashire Borough Council deals with repairs and maintenance, around half (49%) stating that they are very satisfied. Only 12% of tenants express that they are dissatisfied with the way the Council deals with repairs and maintenance.

When comparing the difference in tenure, sheltered tenants (89%) are more likely to express satisfaction with the way the Council deals with repairs and maintenance than general needs tenants (78%).

When compared to the 2012 result (81%), although the change in satisfaction is not statistically significant, there is an indication towards an increase in satisfaction with the repairs and maintenance service.

**Figure 6 Satisfaction with repairs and maintenance service**

*Percentage of respondents – base size 956 – no opinion removed*



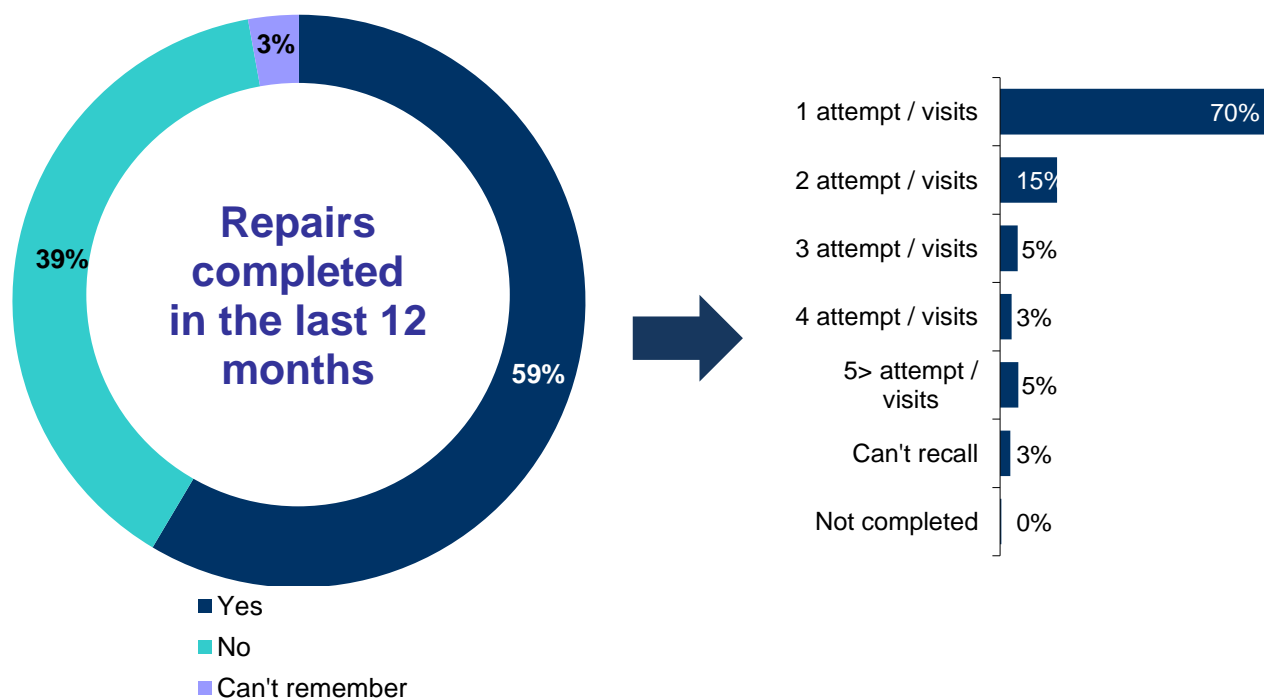
### Repair completed in the last 12 months

All respondents were asked if they have had a repair completed in the last 12 months. Around six out of ten tenants indicated having a repair completed in the last 12 months, whilst 39% did not. For this survey a higher proportion of tenants indicated having a repair completed in the last 12 months than in 2012 (64%).

All respondents who had a repair completed in the last 12 months were asked if their last repair was completed right first time / first visit and if not how many attempts did it take. Seven out of ten tenants, who had a repair in the last 12 months, had their repair completed first time, this has increased slightly since 2012 (66%). 15% of tenants stated that their repair took two attempts to be completed, whilst two tenants stated that their repair had still not been completed since the first attempt / visit.

**Figure 7 Repair completed in the last 12 months / last repair completed done right first time/first visit?**

Percentage of respondents – base size 956 / 579



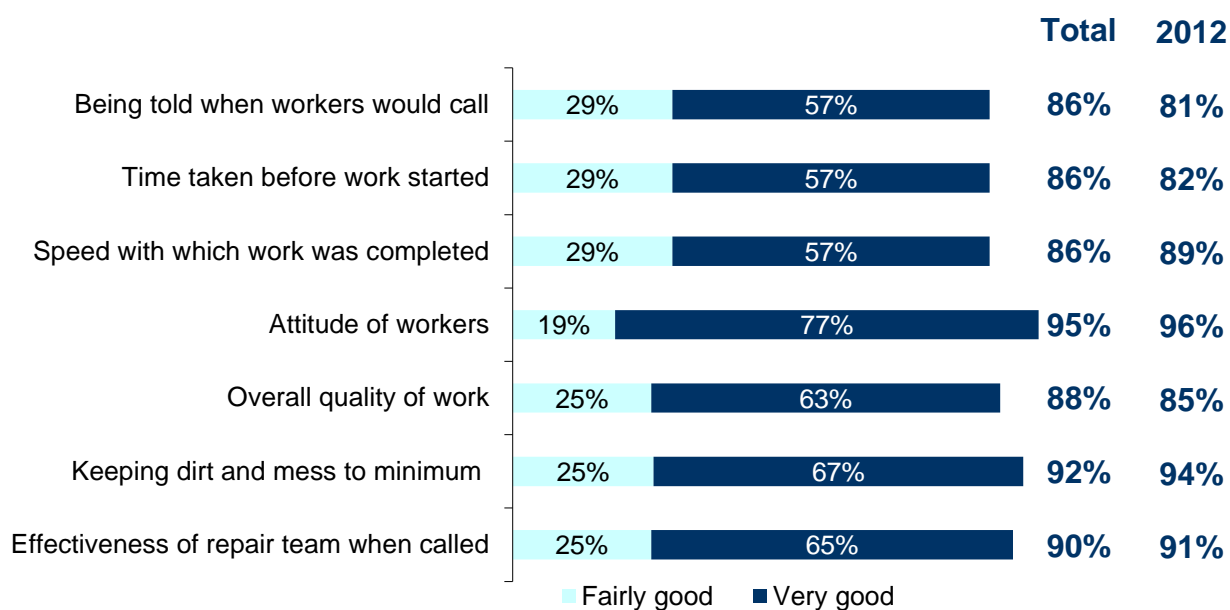
### Satisfaction with last completed repair

All respondents who had a repair completed in the last 12 months were asked to rate how good or poor seven aspects of their last repair were. As Figure 8 below shows, with 95% of tenants stating it was good, the aspect of the repairs and maintenance service tenants were most pleased with was the attitude of workers, with 77% of tenants stating that their attitude was very good. 92% were pleased that they kept dirt and mess to a minimum, 90% stated that the effectiveness of the repair team when called was good, while a similar proportion (88% - 86%) were pleased with: being told when workers would call, the time taken before the worked started, the speed with which work was completed, and the overall quality of the work.

When compared to 2012 results it gives the indication that there has been an increase in tenants satisfaction with being told when the workers would call (86% compared to 81%) and the time taken before the work has been started (86% compared to 82%).

**Figure 8 Satisfaction with elements of the repairs and maintenance service**

*Percentage of respondents – no opinion removed*



## 5) Communication and information

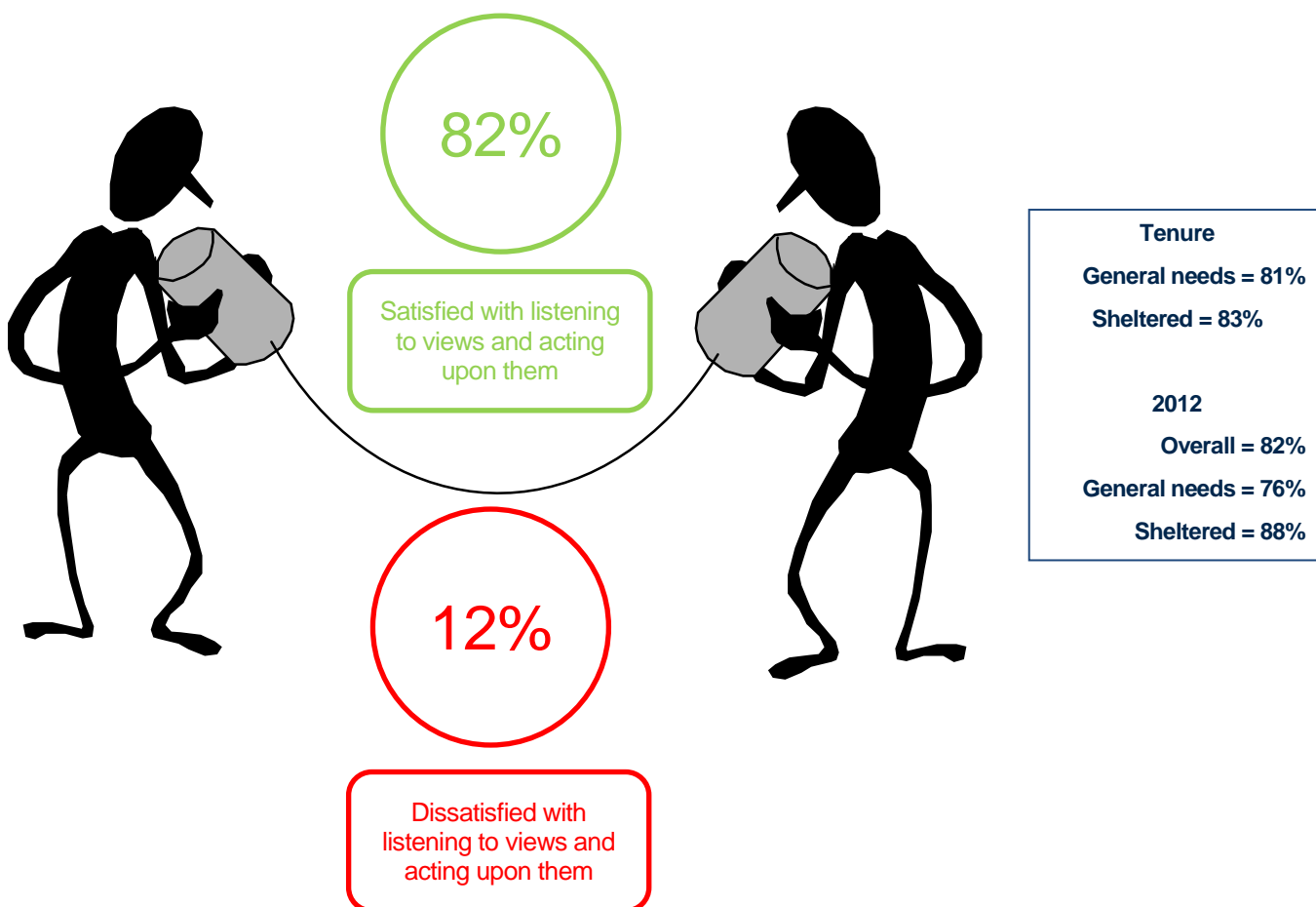
This section presents findings on tenant’s communication with West Lancashire Borough Council

### Listens to views and acts upon them

82% of tenants are satisfied that West Lancashire Borough Council listens to tenants views and acts upon them, with half stating that they are very satisfied. Only 12% of tenants indicate some degree of dissatisfaction. General needs (81%) and sheltered (83%) tenants express similar levels of satisfaction. Although satisfaction levels have not changed since 2012, it should be noted that satisfaction that the Council listens to tenants views and acts upon them has increased for general needs tenants (81% compared to 76%) however decreased for sheltered tenants (88% compared to 83%).

**Figure 9 Satisfaction with listening to tenants views and acting upon them**

*Percentage of respondents – base size 940 – no opinion removed*

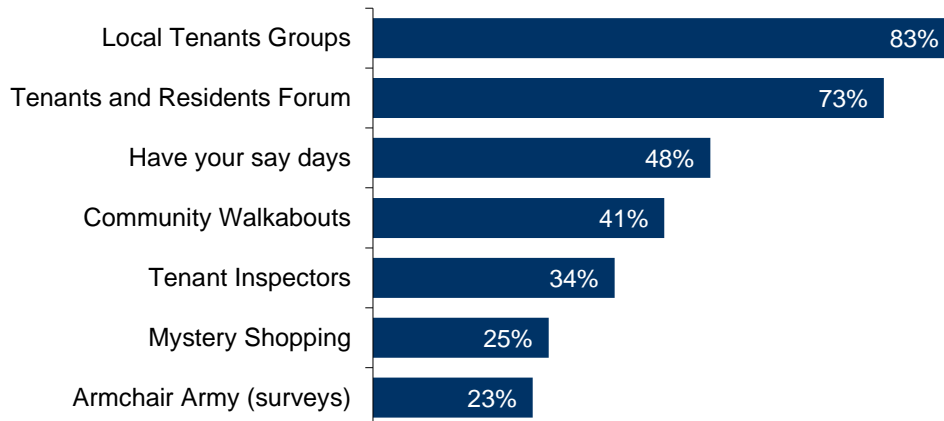


## Awareness of opportunities to get involved

All respondents were asked to select, from a list of opportunities, which opportunities they were aware of to get involved to have their say on Housing Services. As Figure 10 below shows, tenants are most aware of their Local Tenants Groups, with 83% of tenants stating that they were aware of them. 73% of tenants stated that they were aware of Tenants and Residents Forums. Mystery shopping (25%), and Armchair Army Surveys (23%) were the least recognised opportunities for tenants to get involved.

**Figure 10 Awareness of opportunities to get involved**

*Percentage of respondents – multiple selection*

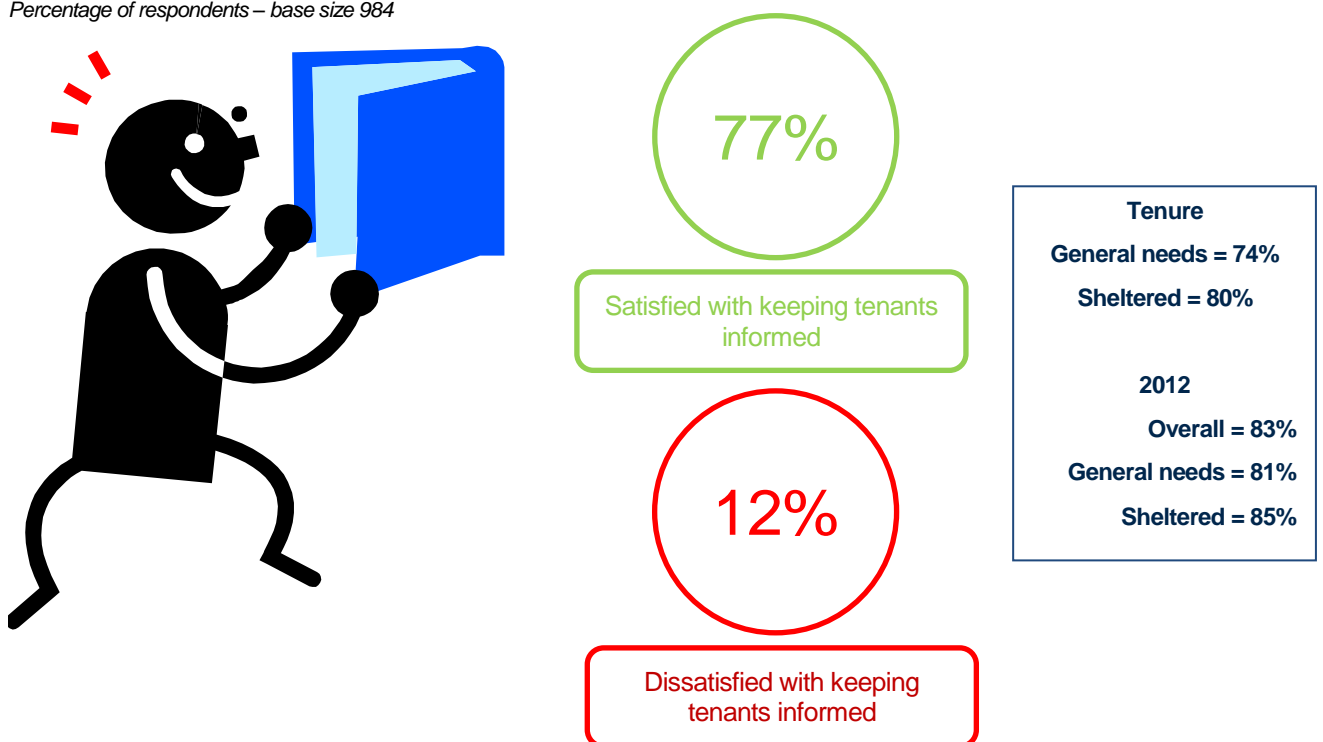


## Keeping tenants informed

77% of tenants indicate that the council are good at keeping them informed about things that might affect them as a tenant, with 42% stating they are very good. 11% feel they are neither good nor poor, whilst 12% express that the Council are poor at keeping them informed about things that might affect them as a tenant. A higher proportion of sheltered tenants (80%) feel that the Council are good at keeping tenants informed compared to general needs tenants (74%). The proportion of tenants who feel the Council are good at keeping tenants informed has dropped since 2012; overall this has dropped from 83% to 77%, for general needs tenants this has dropped from 81% to 74%, and for sheltered tenants this has dropped from 85% to 80%.

**Figure 11 Satisfaction with keeping tenants informed**

Percentage of respondents – base size 984



As **Table 5** overleaf shows, when analysing the changes in the proportion of tenants who state that the Council are good at keeping tenants informed by sub-groups it shows a large decline for certain demographic groups:

- ◆ Although only making up a small proportion of the Council's housing stock, tenants who are living in a household composition of three or more adults are least satisfied with the Council keeping tenants informed. This sub-group also has the largest change in the proportion who state that the Council are good at keeping tenants informed (84% in 2012 compared to 62% in 2014).
- ◆ Tenants aged between 25 and 34, or 45 and 74 have lower proportions of tenants who state the Council are good at keeping tenants informed
- ◆ A lower proportion of female tenants now state that the Council are good at keeping tenants informed (84% in 2012 compared to 74% in 2014).
- ◆ A lower proportion of tenants who have longstanding ill-health state that the Council are good at keeping tenants informed (84% in 2012 compared to 75% in 2014).

**Table 5 Keeping tenants informed by sub-group***Percentage of respondents*

Sub-group		2012	Difference	2014
Age	16-24*	70%	-2%	68%
	25-34*	81%	-13%	68%
	35-44*	78%	-5%	73%
	45-54	78%	-8%	70%
	55-59*	88%	-12%	76%
	60-64*	85%	-12%	73%
	65-74	88%	-9%	79%
	75-84	85%	-1%	84%
	85+*	88%	7%	95%
Gender	Male	82%	-2%	80%
	Female	84%	-10%	74%
Household composition	One adult under 60	78%	-4%	74%
	One adult aged 60 or over	88%	-6%	82%
	Two adults both under 60*	74%	0%	74%
	Two adults, at least one 60 or over	84%	-7%	77%
	Three or more adults, 16 or over*	84%	-22%	62%
	1-parent family with child/ren, at least one under 16*	78%	-8%	70%
	2-parent family with child/ren, at least one under 16*	81%	-13%	68%
Health issues	Health issues	84%	-9%	75%
	No health issues	83%	-5%	78%

\*low base



## 6) Information about your household

This section presents findings on tenant’s satisfaction with Household Services

### Overall service provided

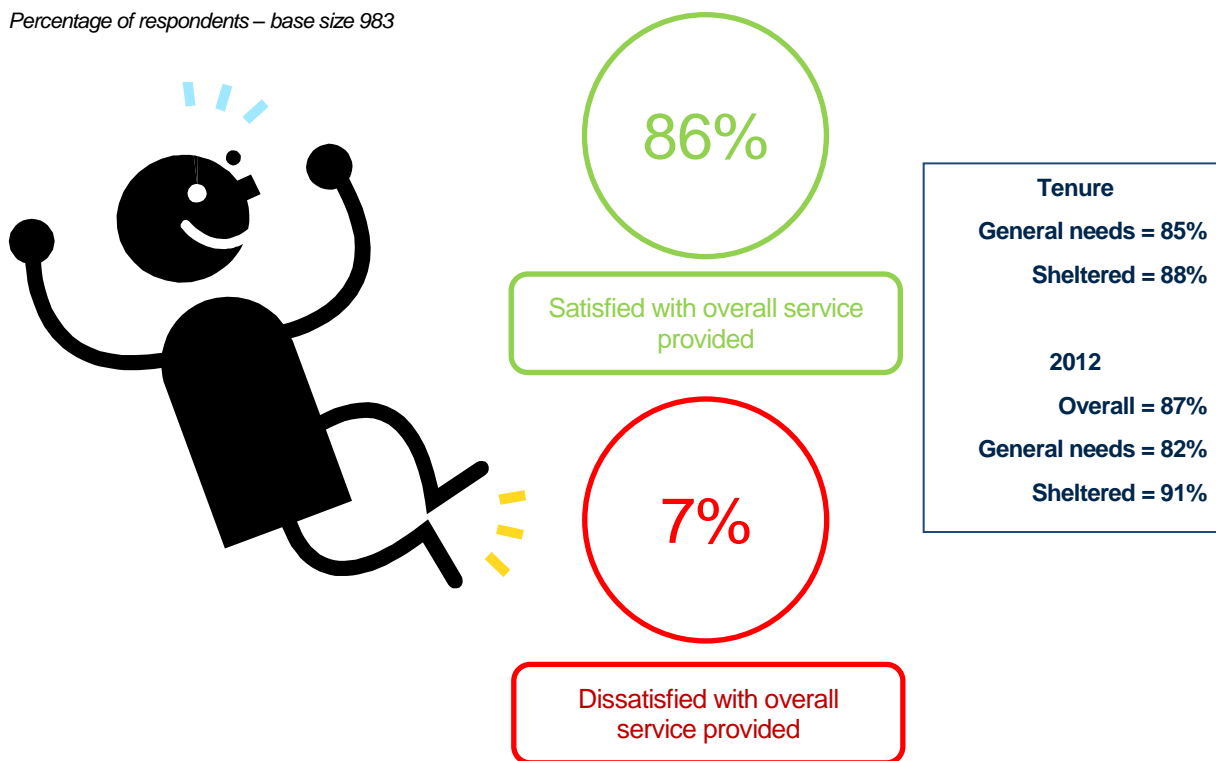
86% of tenants are satisfied with the overall service provided by West Lancashire Borough Council, with nearly half (48%) very satisfied. Only 7% indicate some degree of dissatisfaction.

Sheltered tenants (88%) are slightly more satisfied with the overall service provided than general needs tenants (85%).

When compared with the 2012 results overall satisfaction is similar (86% compared to 87%), although there has been a slight increase in satisfaction for general needs tenants (85% compared to 82%), and a slight decrease in satisfaction for sheltered tenants (91% compared to 88%).

**Figure 12 Satisfaction with the service provided**

Percentage of respondents – base size 983



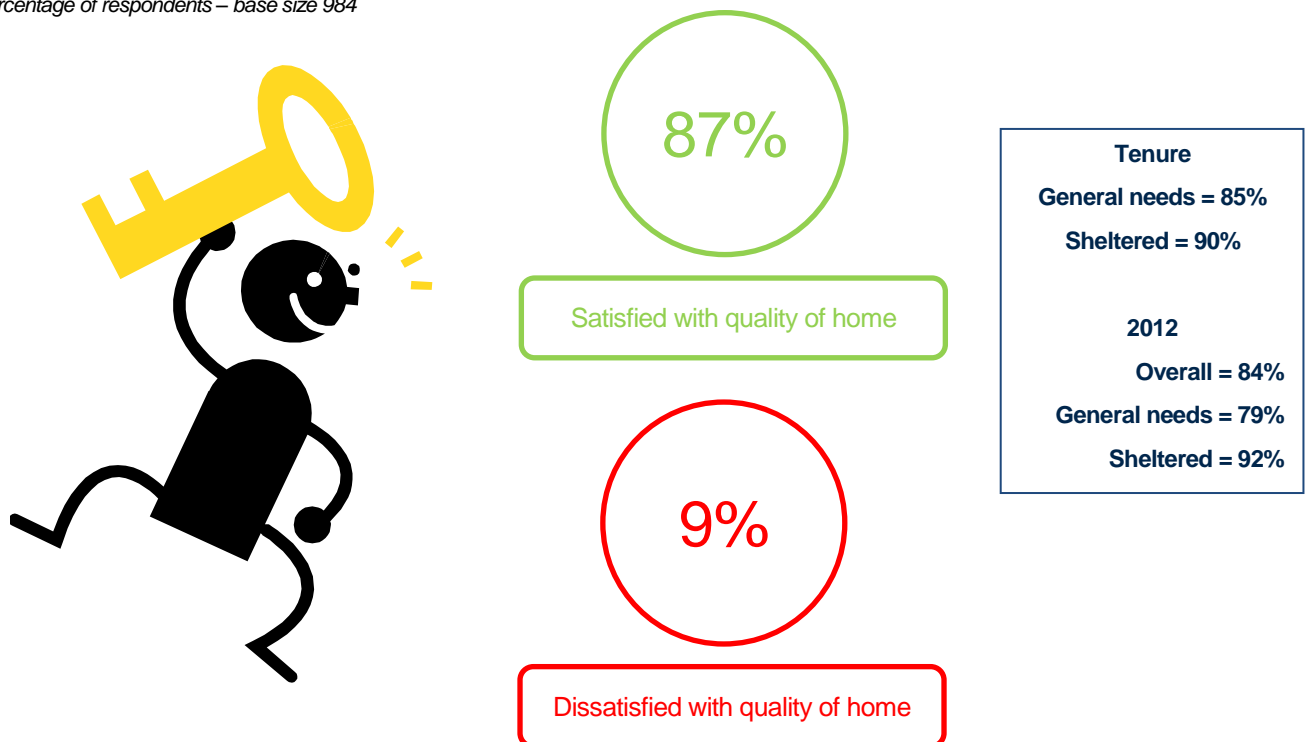
## Quality of home

87% of tenants are satisfied with the overall quality of their home, with over half (53%) indicating that they are very satisfied. Only 9% indicate some degree of dissatisfaction. Sheltered tenants (90%) are more satisfied with the quality of their home than general needs tenants (85%).

When compared with the 2012 results overall satisfaction with the quality of home has increased (87% compared to 84%). It should be noted that this overall increase is due to general needs tenants becoming more satisfied with the quality of their home (85% compared to 79%), as sheltered tenants are now slightly less satisfied than in 2012 (90% compared to 92%).

**Figure 13 Satisfaction with the quality of home**

*Percentage of respondents – base size 984*



### Condition of property

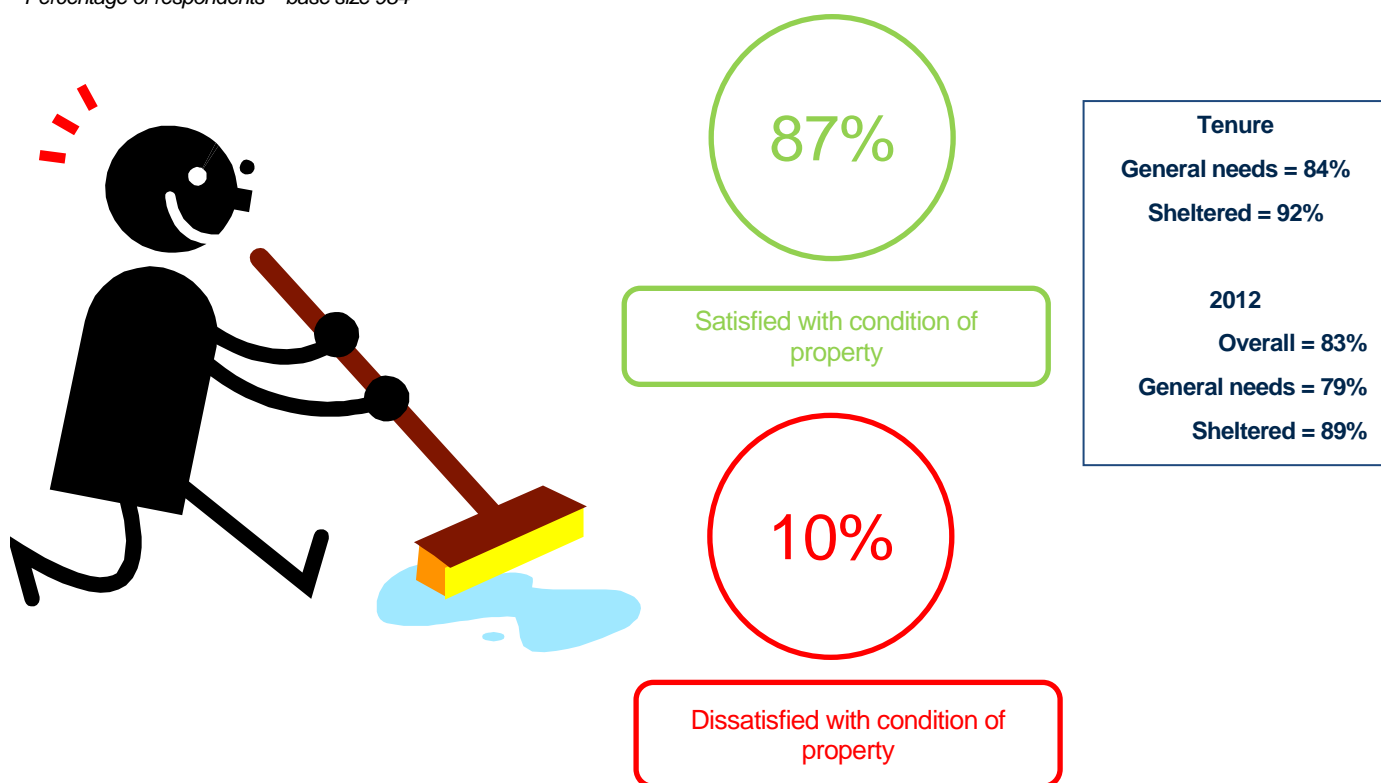
87% of tenants are satisfied with the general condition of their property, with over half (53%) indicating that they are very satisfied. One in ten tenants indicates some degree of dissatisfaction with the condition of their property.

As seen with other results sheltered tenants (92%) are more likely to express satisfaction with the general condition of their property than general needs tenant (84%).

Satisfaction with the general condition of the property has increased for both general needs tenants and sheltered tenants when compared with the 2012 results

**Figure 14 Satisfaction with the general condition of the property**

Percentage of respondents – base size 984



## Neighbourhood as a place to live

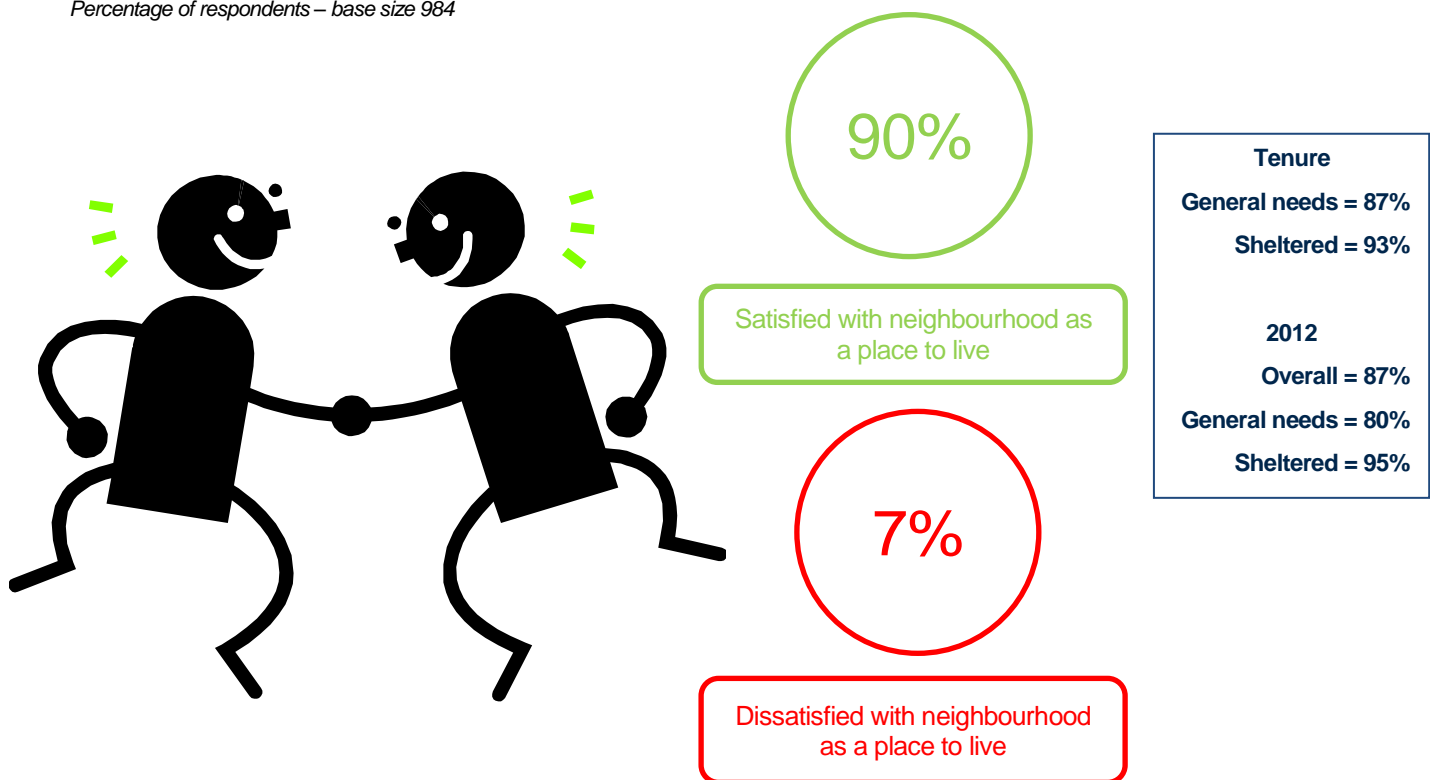
Nine out of ten tenants are satisfied with the neighbourhood as a place to live, with nearly two thirds (62%) stating that they are very satisfied with the neighbourhood as a place to live.

93% of sheltered tenants, and 87% of general needs tenants, are satisfied with the neighbourhood as a place to live.

When compared with the 2012 results, although overall satisfaction has increased (90% compared to 87%), there is a disparity in the changes in levels of satisfaction dependent on the tenancy type; general needs tenants express higher levels of satisfaction than in 2012 (87% compared to 80%), whilst sheltered tenants express lower (95% compared to 93%).

**Figure 15 Satisfaction with the neighbourhood as a place to live**

Percentage of respondents – base size 984



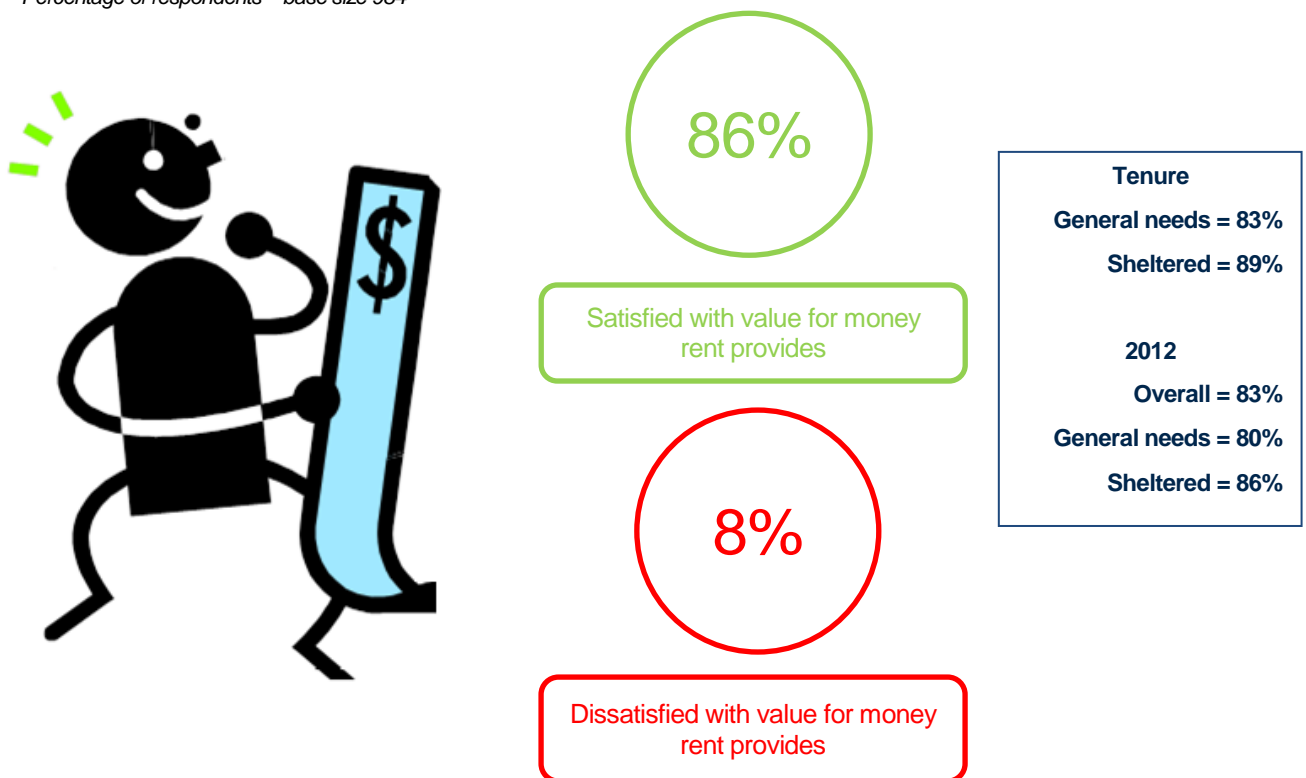
## Rent provides value for money

86% of tenants are satisfied with the value for money rent provides, with over half (52%) indicating that they are very satisfied with the value for money rent provides. 8% indicate some degree of dissatisfaction. Sheltered tenants (89%) are more likely to be satisfied with the value for money rent provides than general needs tenant (83%).

Satisfaction that rent provides value for money has increased for both general needs tenants and sheltered tenants when compared with the 2012 results

**Figure 16 Satisfaction with the value for money rent provides**

*Percentage of respondents – base size 984*



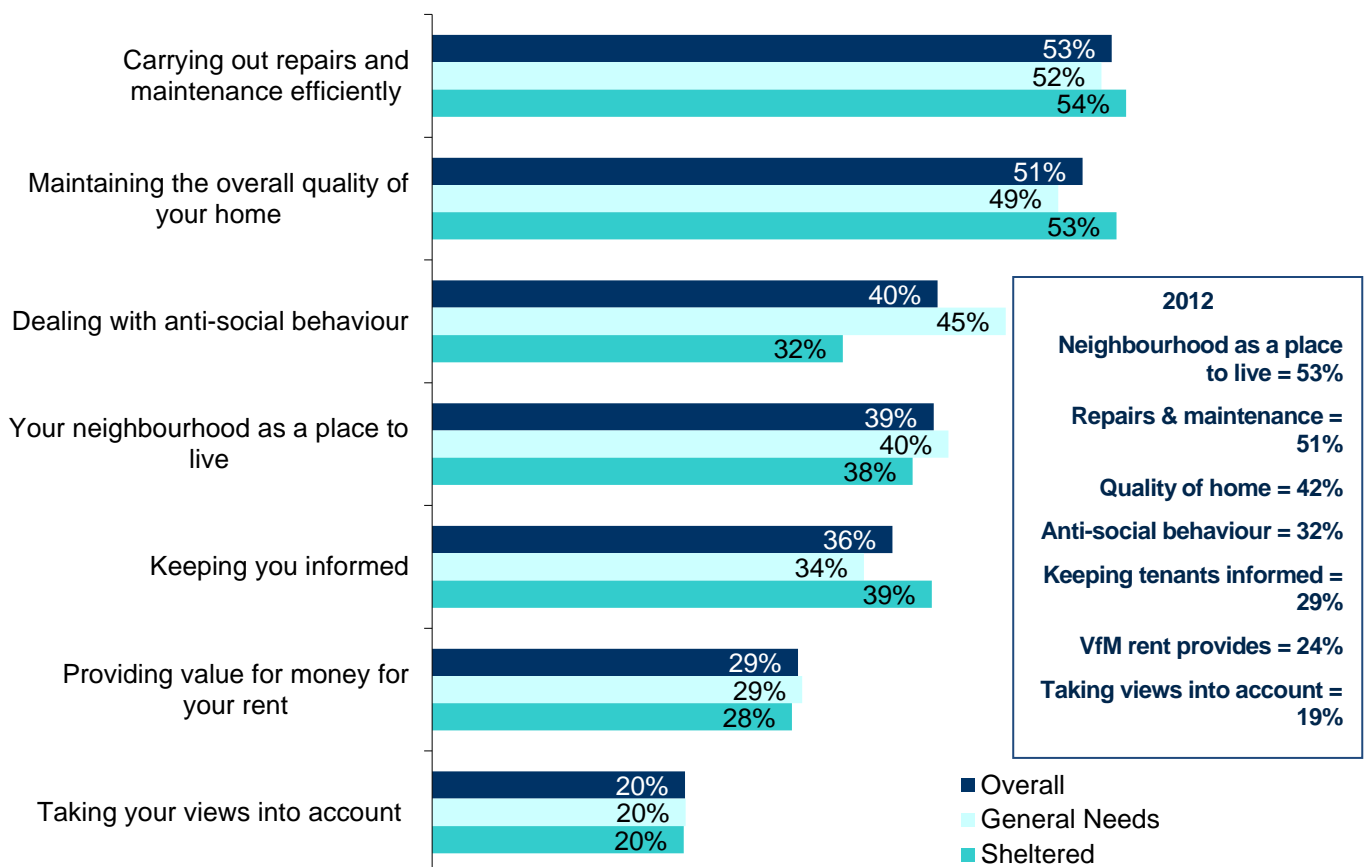
### Service priorities

All respondents were asked to state, from a list of services, which three would be their most important. As the results show, tenants indicate that carrying out repairs and maintenance effectively (with 53% selecting it), and maintaining the overall quality of your home (with 51% selecting it) are the most important service areas. With only 20% of tenants selecting it, taking views into account is the least important service area. When comparing tenure it shows that general needs tenants consider dealing with anti-social behaviour to be more important than sheltered tenants. While sheltered tenants are more likely to state maintaining the overall quality of home, and keeping tenants informed, to be more important.

In 2012 the neighbourhood as a place to live was the most frequently selected service area, followed by repairs and maintenance (51%), and the quality of home (42%).

**Figure 17 Service priorities**

Percentage of respondents – multiple selection



## 7) Sheltered tenants

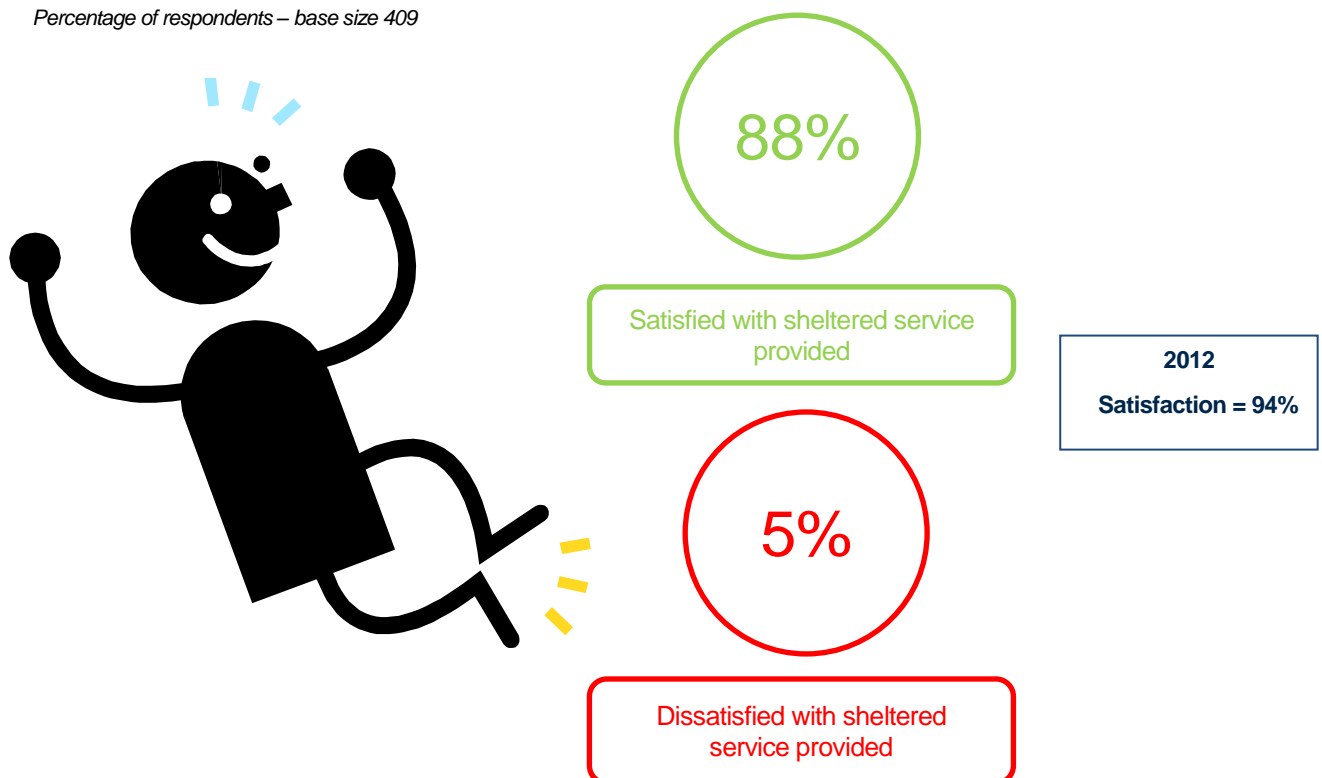
This section presents findings from the additional question for sheltered tenants

### Sheltered services provided by the council

All sheltered respondents were asked how satisfied they are with the sheltered service provided by their Council as a landlord. Nearly nine out of ten (88%) sheltered tenants are satisfied with the sheltered service provided, with nearly one in three expressing that they are very satisfied. When compared to the 2012 result there has been a decrease in satisfaction with the sheltered service (88% compared to 94%).

**Figure 18 Satisfaction with the sheltered service provided**

*Percentage of respondents – base size 409*



## 8) KPI subgroup analysis

**Table 6** illustrates the differences in satisfaction levels by the different demographic sub-groups. This shows:

- ◆ Elderly tenants are more satisfied than younger tenants; tenants aged over 85 express the highest levels of satisfaction for 7 of the 8 key performance indicators shown, while although relatively small in number, tenants aged below 24 are generally less satisfied than tenants in other age groups. It should be noted that tenants aged between 60 and 64 express the lowest levels of satisfaction with the overall service provided.
- ◆ Male tenants are marginally more satisfied than female tenants for the majority of the key performance indicators rated with the largest difference being for how good the Council are at keeping tenants informed; 80% of male tenants indicate that the Council are good at keeping tenants informed, whilst 74% of female tenants indicate that the Council are good at this.
- ◆ Generally two parent families (with child/ren under 16) are less satisfied with the majority of the key performance indicators rated, however interestingly, tenants who live in a one parent family household express the highest levels of satisfaction for the overall service provided, the value for money rent provides, and listen to views and acting upon them. Although it should be noted that this trend is reversed for the neighbourhood as a place to live.
- ◆ There are marginal differences in satisfaction when analysing by whether a tenant has health issues, with the biggest difference being for the condition of the property; 90% of tenants who do not have health issues are satisfied with the general condition of their property, while 85% of tenants who have a health issue express satisfaction.

**Table 6 Satisfaction results by age, gender, household composition, health issues**

Sub-group	Service provided	Quality of home	Condition of property	Neighbourhood as a place to live	Rent provides VFM	Repairs and maintenance	Listen to views and act upon them	keep tenants informed
16-24*	85%	72%	68%	85%	85%	64%	80%	68%
25-34*	81%	76%	76%	88%	77%	69%	71%	68%
35-44*	83%	86%	86%	79%	86%	78%	85%	73%
45-54	85%	85%	86%	86%	79%	77%	77%	70%
55-59*	81%	79%	79%	91%	83%	74%	84%	76%
60-64*	76%	79%	81%	86%	88%	77%	73%	73%
65-74	90%	95%	93%	93%	88%	91%	84%	79%
75-84	92%	91%	94%	94%	90%	92%	88%	84%
85+*	98%	95%	91%	98%	91%	98%	95%	95%
Male	86%	89%	89%	92%	87%	84%	83%	80%
Female	87%	86%	85%	89%	85%	82%	81%	74%
One adult under 60	86%	82%	82%	87%	81%	76%	82%	74%
One adult aged 60 or over	88%	91%	91%	93%	89%	89%	84%	82%
Two adults both under 60*	84%	88%	84%	93%	86%	75%	84%	74%
Two adults, at least one 60 or over	88%	88%	91%	92%	85%	88%	82%	77%
Three or more adults, 16 or over*	82%	85%	79%	88%	82%	79%	73%	62%
1-parent family with child/ren, at least one under 16*	90%	83%	83%	73%	90%	76%	85%	70%
2-parent family with child/ren, at least one under 16*	78%	76%	76%	87%	77%	73%	76%	68%
Health issues	85%	86%	85%	89%	84%	83%	81%	75%
No health issues	89%	89%	90%	91%	87%	83%	83%	78%
<b>Overall</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>	<b>90%</b>	<b>86%</b>	<b>83%</b>	<b>82%</b>	<b>77%</b>

\*low base under 100 – result should be treated with caution   = Highest levels of satisfaction   = Lowest levels of satisfaction



## 9) Key Drivers Analysis

Looking at the statistical relationship of satisfaction with the service provided, satisfaction with the repairs and maintenance service, and satisfaction that West Lancashire Borough Council listens to tenants' views and acts upon them, against a range of other variables can provide insight into the underlying factors that influence satisfaction. The analysis, based on regression, looks at how a number of 'independent variables' influence one 'dependent variable', showing how much of an effect the independent variable has on the 'outcome' for the dependent variable. For this analysis the dependent variables are:

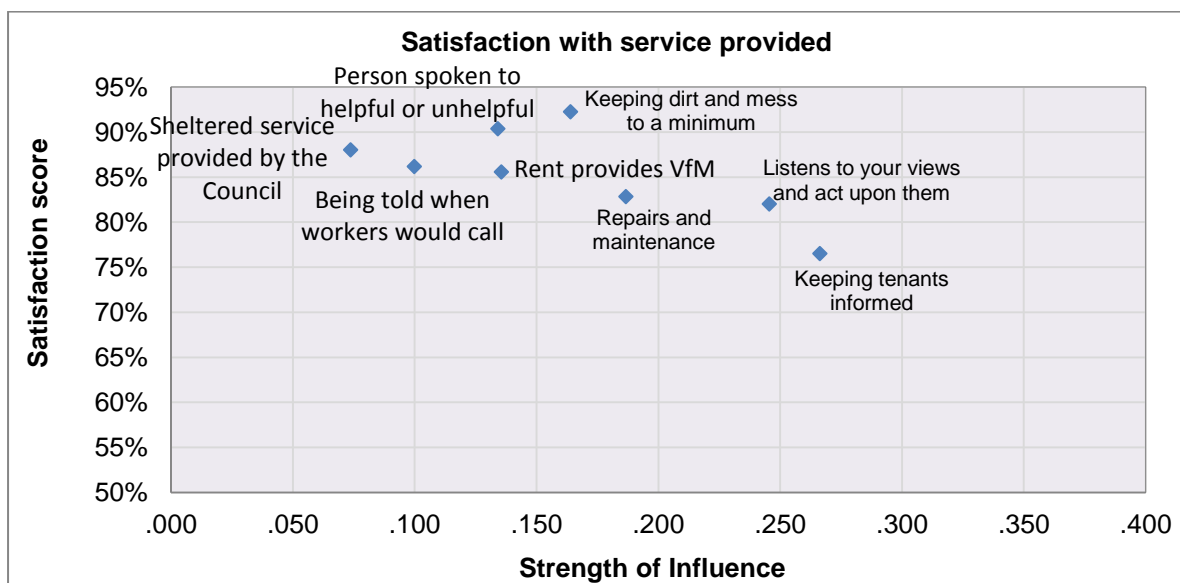
- ◆ Overall satisfaction with service provided
- ◆ Satisfaction with the way West Lancashire Borough Council deals with repairs and maintenance
- ◆ Satisfaction that West Lancashire Borough Council listens to views and acts upon them and
- ◆ Keeping tenants informed about things that might affect them

These have been compared against a 'basket' of other service related perception based questions (i.e. the independent variables). The percentage of variance explained by the model (as shown below) indicates the extent to which changes to the dependent variable can be attributed to changes to the independent variables, rather than other external factors.

### Overall satisfaction with the service provided

When performing Key Drivers Analysis on overall satisfaction with the service provided it identifies 8 variables within the survey which have a significant influence on satisfaction. Perceptions on how good the Council are at keeping tenants informed about things that affect them as a tenant, and that the council are listening to tenants views and acting upon them have the biggest influence on satisfaction with the service provided. Both of these variables have lower levels of satisfaction than the other influencing variables, therefore focusing resources on improving satisfaction with these two variables will have a positive impact on overall satisfaction with the service provided.

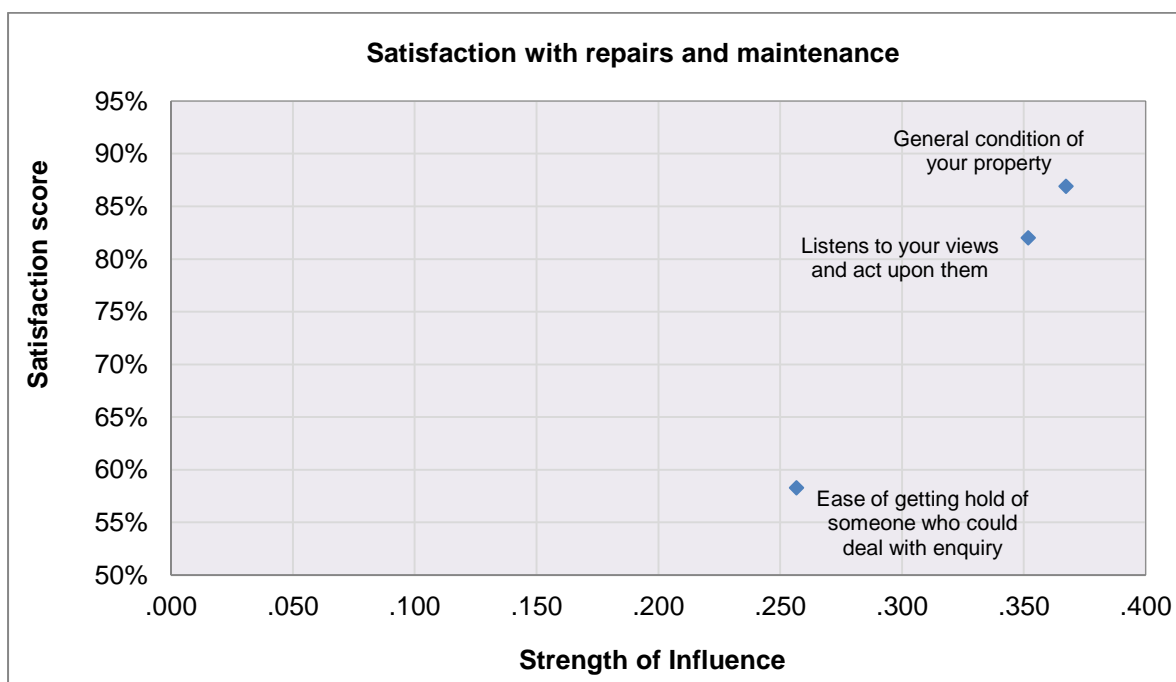
Figure 19 Key drivers analysis for satisfaction with overall service provided – 64% variance in the model



**Repairs and maintenance service**

When performing Key Drivers Analysis on satisfaction with the way West Lancashire Borough Council deals with repairs and maintenance it identifies 3 variables within the survey which have a significant influence on satisfaction; the general condition of a property, listening to views and acting upon them, and the ease of getting hold of someone who could deal with the enquiry if the first person a tenant contacted in the Council could not deal with their enquiry. Although the influence is greater for both the general condition of the property, and listening to views and acting upon them, a relatively low proportion of residents found it easy to get hold of someone who could deal with their enquiry. As this variable is closely related to satisfaction with the repairs and maintenance service, it suggests that when tenants are not able to get hold of the right person it is related to repairs and maintenance

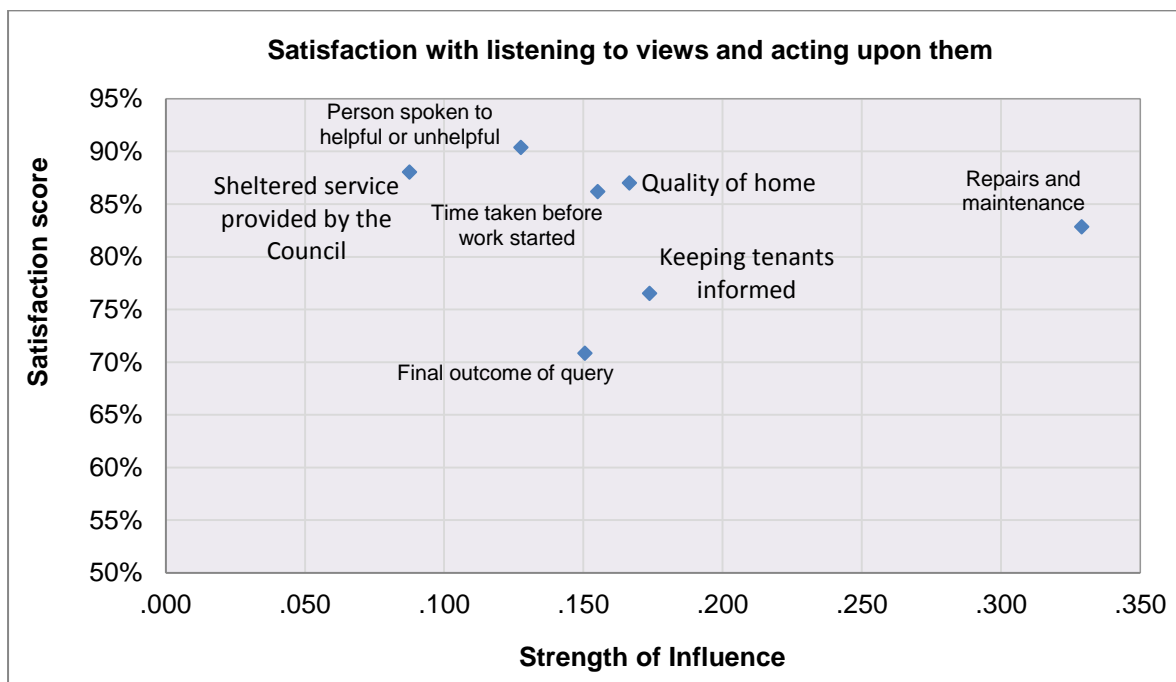
**Figure 20 Key drivers analysis for satisfaction with repairs and maintenance - 62% variance in the model**



**Listen to views and act upon them**

When performing Key Drivers Analysis on satisfaction that the Council listens to views and acts upon them, it identifies 7 variables within the survey that have a significant influence on satisfaction. Satisfaction with the way the Council deals with repairs and maintenance has the strongest influence on a tenant's perception that the Council listens to their views and acts upon them. Maintaining satisfaction levels with the repairs and maintenance service would maintain satisfaction levels with the Council listening to views and acting upon them. Satisfaction with the final outcome of a query has the lowest level of satisfaction for any of the influencing variables, improving satisfaction with the final outcome of a query when a tenant contacts the Council would improve levels of satisfaction that the Council listen to views and acts upon them

**Figure 21 Key drivers analysis for satisfaction that the Council listen to views and acts upon them - 62% variance in the model**



**Keeping tenants informed**

Please note that regression analysis was also performed on how good or poor West Lancashire Borough Council is at keeping tenants informed about things that may affect them as a tenant, however, no variable was found to have a significant impact on this question.

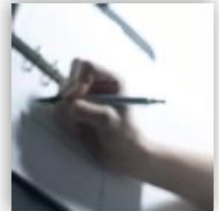
## Appendix A: sample profile

Sub-group		Overall	General Needs	Sheltered
Age	16-24	5%	8%	0%
	25-34	7%	13%	0%
	35-44	8%	13%	0%
	45-54	15%	23%	4%
	55-59	8%	12%	3%
	60-64	8%	8%	9%
	65-74	26%	17%	40%
	75-84	18%	5%	35%
	85+	4%	1%	9%
	Not known	1%	0%	1%
Gender	Male	40%	41%	40%
	Female	60%	59%	60%
Household composition	One adult under 60	16%	25%	4%
	One adult aged 60 or over	38%	18%	65%
	Two adults both under 60	8%	12%	2%
	Two adults, at least one 60 or over	17%	10%	27%
	Three or more adults, 16 or over	3%	6%	0%
	1-parent family with child/ren, at least one under 16	6%	11%	0%
	2-parent family with child/ren, at least one under 16	8%	14%	0%
	Other	4%	6%	1%
Ethnicity	White British	93%	91%	96%
	White Irish	1%	1%	1%
	Any other White background	4%	7%	2%
	Other ethnic background	1%	2%	1%
longstanding ill-health	Yes	56%	50%	64%
	No	43%	49%	35%
	Don't know	1%	1%	1%

# Using evidence to shape better services



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## Measurement ♦ Evaluation ♦ Learning



	<b>Audience</b>	<b>Medium</b>	<b>Date</b>	<b>Complete</b>
<b>HOUSING &amp; REGENERATION STAFF</b>	Divisional Management Team	Report requesting approval of survey results	25.09.14	22.09.14
	Service Managers & Relevant Managers from other Service Areas	Presentation of results by MEL / identification of actions	20.10.14	
	Housing & Regeneration Staff & other Relevant Service Areas	Service Managers & other relevant Manager to present report to staff through their team brief following presentation by Mel Research	To be implemented by 31.10.14	
	Housing & Regeneration Staff	7 Core questions - results to be displayed on the notice board	To be implemented by 31.10.14	
<b>MEMBERS</b>	Portfolio Holders	Update report	20.10.14	
	Cabinet Briefing	Report	03.11.14	
	Councillors	Members update report	27.11.14	
<b>TENANTS</b>	TSG	Presentation of results by MEL Research	20.10.14	
	All Tenants	Article in the next edition of Home Front News – to be approved by DMT	14.12.14	
	All Tenants	Commentary & Findings Report to be added to Council website	10.11.14	
<b>CORPORATE</b>	Selective staff	To be incorporated into action plans	Following presentation & action planning	
	All Staff	A selection of results to be included in Gill/Kim Newsletter and an intranet page with info-graphics on	Following presentation	
	Press release	Press release to be done by PR	10.11.14	
	DSH	Report highlighting findings	08.10.14	08.10.14
<b>OTHER</b>	Housemark	Update Housemark with STAR results to benchmark our performance	10.10.14	10.10.14







**ARTICLE NO: 3A**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE**

**MEMBERS UPDATE 2014/15  
Issue: 3**

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**Article of: Borough Solicitor**

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

**Contact for further information: Mr L Gardner (Extn. 5023)  
(E-mail: [lee.gardner@westlancs.gov.uk](mailto:lee.gardner@westlancs.gov.uk))**

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**SUBJECT: EXEMPTION FROM CONTRACT PROCUREMENT RULES –  
FINANCIAL INVESTIGATION SERVICES**

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**1.0 PURPOSE OF ARTICLE**

1.1 To inform Members that an Exemption from Contract Procurement Rules has been granted by the Managing Director (People and Places) for Financial Investigation Services provided by Kirklees Borough Council in support of a Proceeds of Crime Act 2002 application (“POCA”).

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**2.0 BACKGROUND**

2.1 The successful prosecution of two Defendants for a breach of planning law has presented the Council with an opportunity to apply to the Court for a confiscation order under POCA. If the Court makes a confiscation order the Council will receive a significant portion of the sum confiscated.

2.2 The POCA application process requires that a report be submitted to the Court, a substantial element of which is a financial statement which identifies the financial means of the Defendants, and estimates their financial gain from committing the crime and the means to pay any sum confiscated by the Court.

2.3 Officers have attempted to produce the POCA financial statement in-house but have concluded that they do not have the experience and appropriate resource to complete the process. Therefore the statement and report would need to be drawn up by an external provider if the Council were to proceed with the application.

2.4 The Court has given a deadline for report submission of 5<sup>th</sup> December 2014.

### **3.0 CURRENT POSITION**

- 3.1 Lancashire, Greater Manchester and Merseyside Police have been approached to see whether they could provide a POCA financial statement. Only Lancashire Police indicated that they would be prepared to provide a quotation. However, they advised that they would expect to keep all the proceeds confiscated but may, on request, pay some of the confiscated sum to the Council depending on the sum ordered for confiscation. In addition to approaching local police forces, officers have attempted to ascertain whether any private companies would be able to undertake this work but have been unable to identify any that can.
- 3.2 Kirklees Borough Council have also been approached. They advise that they have an experienced and accredited POCA financial investigation unit that provides this service for other local authorities. Their service includes undertaking the necessary Financial Investigation Services and producing a report for the Court. They will also respond to any comments made by the Defendants and attend to give evidence if required. There is no fee for their service but they would expect to share any proceeds gained from the Defendants and payable to the prosecuting authority equally with the Council. The estimated value of the contract is £10,000 to £15,000 (being the likely sum recovered), which means that under normal circumstances Contracts Procedure Rule 6 would require that three quotes be obtained. However, given the pressing timescales and the lack of suitable alternatives, the appointment of Kirklees Borough Council has been approved by the Managing Director (People and Places) under an exemption to Rule 6.

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

- 4.1 Not applicable.

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

- 5.1 If the Court makes a confiscation order under POCA the sum confiscated and payable to the prosecuting authority will be shared equally between the Council and Kirklees Borough Council.
- 5.2 If no order is made there will be no fee for the investigation unless the Council withdraws the POCA application before the Court makes an order.
- 5.3 In view of the above terms, this activity is likely to be self-financing in which case there will be no financial implications or significant resource implications.

### **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**

This 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**

None.