

MEMBERS INTERESTS 2012

A Member with a disclosable pecuniary interest in any matter considered at a meeting must disclose the interest to the meeting at which they are present, except where it has been entered on the Register.

A Member with a non pecuniary or pecuniary interest in any business of the Council must disclose the existence and nature of that interest at commencement of consideration or when the interest becomes apparent.

Where sensitive information relating to an interest is not registered in the register, you must indicate that you have an interest, but need not disclose the sensitive information.

Please tick relevant boxes

Notes

	General		Notes
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest because it affects my financial position or the financial position of a person or body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or any person or body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/> <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i> <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 16/7/12) or a pecuniary interest but it relates to the functions of my Council in respect of: (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease. (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends. (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay. (iv) An allowance, payment or indemnity given to Members (v) Any ceremonial honour given to Members (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 20/2/13 – 19/2/17)	<input type="checkbox"/>	<i>See the terms of the dispensation</i>
6.	I have a pecuniary interest in the business but I can attend to make representations, answer questions or give evidence as the public are also allowed to attend the meeting for the same purpose	<input type="checkbox"/>	<i>You may speak but must leave the room once you have finished and cannot vote</i>

'disclosable pecuniary interest' (DPI) means an interest of a description specified below which is your interest, your spouse's or civil partner's or the interest of somebody who you are living with as a husband or wife, or as if you were civil partners and you are aware that that other person has the interest.

Interest

Employment, office, trade, profession or vocation

Sponsorship

Prescribed description

Any employment, office, trade, profession or vocation carried on for profit or gain.

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.

	This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

"body in which the relevant person has a beneficial interest" means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest; "director" includes a member of the committee of management of an industrial and provident society;

"land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income; "M" means a member of a relevant authority;

"member" includes a co-opted member; "relevant authority" means the authority of which M is a member;

"relevant period" means the period of 12 months ending with the day on which M gives notice to the Monitoring Officer of a DPI;

"relevant person" means M or M's spouse or civil partner, a person with whom M is living as husband or wife or a person with whom M is living as if they were civil partners;

"securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

'non pecuniary interest' means interests falling within the following descriptions:

- 10.1(1)(i) Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) Any body (a) exercising functions of a public nature; (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
- (iii) Any easement, servitude, interest or right in or over land which does not carry with it a right for you (alone or jointly with another) to occupy the land or to receive income.
- 10.2(2) A decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a connected person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision.

'a connected person' means

- (a) a member of your family or any person with whom you have a close association, or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph 10.1(1)(i) or (ii).

'body exercising functions of a public nature' means

Regional and local development agencies, other government agencies, other Councils, public health bodies, council-owned companies exercising public functions, arms length management organisations carrying out housing functions on behalf of your authority, school governing bodies.

A Member with a personal interest who has made an executive decision in relation to that matter must ensure any written statement of that decision records the existence and nature of that interest.

NB Section 21(13) of the LGA 2000 overrides any Code provisions to oblige an executive member to attend an overview and scrutiny meeting to answer questions.

**CORPORATE AND ENVIRONMENTAL
OVERVIEW AND SCRUTINY COMMITTEE**

HELD: 21 FEBRUARY 2013

Start: 7.30pm

Finish: 8.35pm

PRESENT:

Councillors: Bailey (Chairman) Houlgrave (Vice Chairman)

Councillors: Mrs Atherley Mrs Kean
Mrs Blake McKay
Cheetham Ms Melling
Dereli Nolan
Mrs C Evans Oliver
Fillis O'Toole
G Hodson Mrs Stephenson
L Hodson Wright

Officers: Assistant Director Community Services (Mr D Tilleray)
Community Safety Officer (Mr C Owens)
Planning Officer (Mr D Carr)
Partnership and Performance Officer (Mrs A Grimes)
Assistant Solicitor (Mrs T Sparrow)
Principal Overview and Scrutiny Officer (Mrs C A Jackson)

54. APOLOGIES

Apologies for absence were submitted on behalf of Councillor Delaney.

55. MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, Members noted the termination of membership of Councillors Mrs Baybutt and Griffiths and the appointment of Councillors O'Toole and Cheetham for this meeting only thereby giving effect to the wishes of the Political Groups.

56. URGENT BUSINESS

There were no items of urgent business.

57. DECLARATIONS OF INTEREST

There were no declarations of interests.

58. DECLARATIONS OF PARTY WHIP

There were no declarations of a Party Whip.

59. MINUTES

RESOLVED: That the Minutes of the meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 13 December 2012 be received as a correct record and signed by the Chairman.

60. MINUTES OF THE MEMBER DEVELOPMENT COMMISSION

RESOLVED: That the Minutes of the meeting of the Member Development Commission held on 13 December 2012 be noted.

61. CRIME & DISORDER - PRESENTATION

A presentation was received from the Community Safety Officer on behalf of the West Lancashire Community Safety Partnership. The presentation was supported by a series of slides as contained on pages 317 to 334 of the Book of Reports.

In his introduction the Community Safety Officer referred to the six responsible authorities represented on the Community Safety Partnership (CSP) and the further 10 agencies and voluntary groups that are also involved with the CSP. He went on to explain the vision of the partnership; the partnership plan and how it is delivered; its funding stream and the amount of funding that is received. He gave a breakdown of where the funding for 2012/13 had been allocated and the interventions supported including Halloween Mischief Night; 3 Community Beatsweeps; Brightsparx; Freshers Week; Cannabis Task & Time Group and the SSHH Campaign. He highlighted two particular initiatives, Brightsparx and The Cannabis Task & Time Group, coordinated through the Local Priorities Group, that were already achieving excellent outcomes.

Reference was also made to the performance during the period 1 October 2012 to 30 November 2012 that saw a reduction in ASB incidents; damage and arson offences and fire crew call outs at key dates when compared with the same period in 2011. The performance figures up to Quarter 3 were also referenced.

The Community Safety Officer then went on to explain the CSP plans for 2013/14 to include the refresh of the CSP plan to ensure it is reflective of local priorities and the Police and Crime Plan. The commitment of the CSP to work in partnership through established delivery structures was emphasised as was the recognition by partners to continue to strengthen the partnership and work collaboratively to resolve local issues.

The presentation was concluded with a look at the priorities for 2013/14 which included the themes General Anti-Social Behaviour (ASB); Reducing Reoffending; Child Sexual Exploitation; Cross Border Offending/OCG's; Violent Crime including Domestic Abuse and the key 'cross cutting theme' related to the impact of the misuse of alcohol and drugs on both perpetrators and victims of crime.

During the ensuing discussion Members raised/questions comments in relation to:

- Reductions year on year in funding streams.
- The interventions being supported and the achievements from the collaborative approach.
- The impact and effectiveness of Brightsparx initiative.
- The effective targeting of resources / initiatives related to ASB.

- The benefits being achieved from the SSHH campaign with Edge Hill University; effective monitoring; contribution of partners; expansion of the campaign and other ASB issues associated with young people in Ormskirk Town Centre.
- Designated Public Place Orders (DPPOs) – their use and effectiveness.
- Domestic wheelie bin fires – precautions to encourage safe storage of bins.

The Community Safety Officer responded to Members questions and in relation to concerns raised regarding domestic wheelie bin fires and safe storage of the bins, made an undertaking to pass on the concerns to the Fire Service and raise them during the next Beatsweep initiative.

RESOLVED: That the presentation be noted.

62. QUARTERLY PERFORMANCE INDICATORS (Q2 2012/13)

Consideration was given to the report of the Transformation Manager which detailed performance monitoring data for the quarter ended 30 September 2012, as contained on pages 243 to 258 of the Book of Reports.

RESOLVED: That the Council's performance against the indicator set for the quarter ended 30 September 2012 be noted.

63. QUARTERLY PERFORMANCE INDICATORS (Q3 2012/13)

Consideration was given to the report of the Transformation Manager which detailed performance monitoring data for the quarter ended 31 December 2012, as contained on pages 259 to 274 of the Book of Reports.

In discussion Members raised questions and comments in respect of the following performance indicators.

- TS24a Average time taken to re-let local authority housing (days) (General Needs) and TS24b Average time taken to re-let local authority housing (days) (Supported Needs) – detail relating to targets and proposed remedial action.
- Downturn in some targets – close monitoring.
- NI191 Residual household waste per household – increase in waste being collected.

The Policy and Performance Officer who attended the meeting made an undertaking to obtain the information requested on PIs TS24a and TS24b and circulate this information to Members.

RESOLVED: That the Council's performance against the indicator set for the quarter ended 31 December 2012 be noted.

64. CYCLING IN WEST LANCASHIRE - DRAFT FINAL REPORT OF THE CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

Members considered the draft final report of the review entitled 'Cycling in West Lancashire' as contained on pages 275 to 312 of the Book of Reports.

In response to the particular road safety concerns, raised by a Member, in the vicinity of junction 4 of the M58, the Planning Officer undertook to pass on the details to Lancashire County Council (as the highway authority).

In relation to the draft final report of the review it was:

RESOLVED: That the draft final report and recommendations therein be approved and subject to amendments as noted, the final report be submitted to Cabinet on 19 March 2012 and Council, as appropriate.

65. WORK PROGRAMME - PROGRESS REPORT

Consideration was given to the report of the Borough Solicitor as contained on pages 313 to 316 of the Book of Reports which gave details of the current position in relation to the Work Programme for the Committee and the way forward for 2013/14.

Members raised comments/questions in relation to the:

- current work programme of the Committee;
- topic selection processes;
- Members Items - submission procedures.

RESOLVED: That the Committee determines, at its meeting in July, whether it wishes to undertake a review as part of its work programme 2013/14, following completion of the arrangements as detailed at 5.2 of the report.

66. MEMBERS ITEM

There were no items under this heading.

67. ITEMS FOR THE MEMBERS UPDATE

There were no items under this heading.

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Chairman



AGENDA ITEM: 7

CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

11 JULY 2013

Report of: Transformation Manager

Relevant Managing Director: Managing Director (Transformation)

**Contact for further information: Mr S Walsh (Extn. 5262)
(E-mail: shaun.walsh@westlancs.gov.uk)**

SUBJECT: ONE CONNECT LIMITED ANNUAL REVIEW 2012/13

1.0 PURPOSE OF REPORT

1.1 To consider the One Connect Limited Annual Review 2012/13 of services provided to West Lancashire Borough Council.

2.0 RECOMMENDATIONS

- 2.1 That the One Connect Limited Annual Review 2012/13, attached at Appendix A, and accompanying presentation be noted.
- 2.2 That any agreed comments be forwarded to Cabinet.
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3.0 CURRENT POSITION

- 3.1 West Lancashire Borough Council entered into a ground-breaking shared service arrangement with Lancashire County Council and their joint venture company, One Connect Limited, in July 2011 delivery of which commenced in October 2011. One Connect Limited now deliver a Revenues & Benefits service as well as ICT services on behalf of the Council. The arrangement has enabled the Council to make significant savings whilst broadly maintaining service levels.
- 3.2 As required One Connect has carried out an annual review for the financial year-end which details performance and progress in respect of the financial year 2012/13.
- 3.2 Members are therefore asked to note the report and presentation and comment as appropriate.

4.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

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

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 report.

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

Appendix A – One Connect Annual Review 2012/13



oneconnect

West Lancashire Borough Council Annual Review of One Connect Limited Services 2012/2013

Reference: Final

Date: 1 July 2013

1 Introduction

1.1 Welcome to the 2012/2013 Annual Review of the work of One Connect Limited on behalf of West Lancashire Borough Council for the delivery of its Revenue and Benefit and ICT Services.

1.2 As background, in **July 2011** a Contract between Lancashire County Council and West Lancashire Borough Council was agreed. This is a **10** year Contract to deliver shared; Revenues, Benefits and ICT Services on behalf of West Lancashire Borough Council through One Connect Limited. Over **80** staff transferred (seconded) to One Connect Limited on the **1 October 2011**.

1.3 2012/2013 has been a challenging year particularly with; transition of the services, significant Welfare Reform changes, the refurbishment and relocation to Lancashire Place, replacement of the aged Revenue and Benefit ICT Systems and the overhaul of the whole ICT infrastructure.

1.4 The agreed business model is based on 'up front savings' (of **15%**) with no reduction in services. The cost of the ICT and the Revenue and Benefit Services in 2012/2013 were **£3.065** million. For 2012/2013 direct savings to West Lancashire Borough Council amounted to **£522,000**. This is in addition to the agreement which also aimed to deliver; added value, investment (borne by the Partnership) and the creation of new jobs in West Lancashire.

1.5 In summary the Contract in 2012/2013 has delivered to West Lancashire Borough Council:

❖ Direct savings of **£522,000**.

❖ Investment of **£580,500**.

❖ Added Value of **£2.196 million**.

❖ This includes the refurbishment Lancashire Place at a cost of **£2.346 million**.

❖ Recruited **34** new staff to work at Lancashire Place (Ormskirk).

- ✦ Establishment of **eight** Apprenticeships across West Lancashire.
- ✦ Established **41** work placements through WorkStart and Future Horizons.
- ✦ Delivered **13** WorkStart Plus paid placements at a cost of **£29,000**.

1.6 A high level summary of the financial benefits to West Lancashire Borough Council from the Partnership in its first **two years**, as at the 31 March 2013, is:

Activity	2011/2012 (£k)	2012/2013 (£k)	Total to Date (£k)
Savings	266.0	522.0	788.0
Revenue and Benefit ICT System	150.0	550.0	700.0
Payroll Service	-	13.5	13.5
ICT Investments	25.0	30.5	55.5
Total Cashable Savings ⁽¹⁾	441.0	111.6	155.7

Table 1.1: Summary of Financial Benefits 2011-2013.

Note: (1) 2011/2012 Part Year

1.7 Direct savings are based on **15%** upfront and guaranteed on any further services transferred into One Connect Limited.

✦ **Investments**

1.8 West Lancashire Borough Council has benefited financially by its close working with the County Council and One Connect Limited through direct investments. Investments have totalled over **£3.36 million** and have been targeted at strengthening each part of the business to enable us to develop in line with industry advancements and the needs of our customers. Key investments have included:

- ❖ The relocation (of over **80** West Lancashire Borough Council seconded staff) into Lancashire Place allowed new ICT equipment, new operating systems (Windows 7), new version of MS Office (including Outlook) and new ways of delivering desktop applications and printing to be deployed at no cost to the Borough Council and support the West Lancashire Borough Council accommodation strategy.
- ❖ An investment of over **£108,000** into business continuity practices and procedures has improved the capacity of the Borough Council to react and continue to operate following an unexpected disruption, such as a power outage or severe weather conditions.
- ❖ An investment of **£50,000** enabled the delivery of over **85** new PC bundles for Lancashire Place, providing staff with access to the latest ICT technology.
- ❖ Payroll and Human Resource Services in the region of **£13,500** per annum are delivered at no cost to West Lancashire Borough Council.
- ❖ Many outdated or weak ICT processes have been addressed. For example system upgrades are now completed out of hours to avoid any impact on customer service (at a cost of at least **£12,000** per annum).

❖ Lancashire Place

1.9 In June 2012 **Lancashire Place** (former Greetby Building in Ormskirk) opened. The building can now house up to **270** staff. The building was formally opened by the Rt Honourable Eric Pickles on 10 December 2012. It is now the Payroll Centre for Lancashire County Council who deliver a service to a number of other organisations (eg. Lancashire Police and District Councils) and over **600** schools dealing with over **57,000** employee records and a payroll budget of **£722 million pa**. It also a base for a Corporate Service team of One Connect Limited.



- 1.10** The refurbishment of Lancashire Place (at a cost of **£2.346 million**) includes; new accommodation, a new communications room (providing flexible and secure network access, facilitating efficient project support) and the creation of a new Training room facility (utilising industry leading technologies) and relocation of around **170** County Council jobs into West Lancashire.

❖ **Revenue and Benefit ICT System**

- 1.11** A major investment (of over **£700,000**) and huge organisational effort over 2012/2013 has been spent creating a new revenue and benefits ICT platform (Northgate) to serve the people of West Lancashire replacing the existing ageing ICT infrastructure of over twenty years. It went live on 23 January 2013. The new platform is a scalable solution capable of expansion to an expanded shared services environment. This new platform provides additional business resilience and improved system availability (such that system down time impacting on customer service can be largely eliminated).
- 1.12** It has been a very successful ICT Project delivered on time and in budget. As anticipated there have been some minor technical issues which have quickly been resolved. This has required a massive effort from all staff and considerable level of out of hours working over a sustained period of time. This has been a major piece of cost avoidance for West Lancashire Borough Council.
- 1.13** In addition to these direct savings other savings generated by the Partnership include:

Activity	2011/2012 (£k)	2012/2013 (£k)	Total to Date (£k)
Lancashire Place	800.0	1546.0	2.346
ICT Added Value	75.8	297.2	373.0
Revenue and Benefit Added Value	75.0	224	299.0
Sensory Classroom		30.0	30.0
New Jobs	-	170 posts	170
Workstart Plus	-	29.0	29.0
Apprenticeships	-	7 posts	
West Lancashire Job Opportunities	-	68 posts	
Release of Office Space	35.0	70.0	105.0
Total Non-Cashable Value	985.8	2199.2	3.182

Table 1.2: Summary of Additional Value Created 2011-2013.

❖ Added Value

1.14 This added value can be; cost avoidance, additional works at no charge, investments and can be either a combination of cashable or non-cashable items. Since 2011 this has equated to **£3.182 million**. For 2012/2013 the value is **£2199.2 million**. Examples of this include:

- ❖ At contract commencement the Revenues and Benefits Services were in **eight** different offices over **three** sites. Much of the accommodation was in need of demolishing or to be refurbished. The Service now enjoys a single open plan facility with a secure area for the Fraud Team. This is one of many changes breaking down historic organisational silos and providing greatly improved facilities for staff.

- ❖ Revenues and Benefits Services have benefited from a comprehensive review of operational processes. Many of these processes and practices had developed over many years. In addition One Connect Limited has provided specialist resources to undertake this review and to create a performance management framework encompassing SLA performance, work throughput, quality and productivity.
- ❖ Savings on premises related costs with the relocation of service.
- ❖ Releasing office accommodation at the Westec and Derby Street Offices for the Council to use with an estimated saving of **£70,000 pa** to West Lancashire Borough Council.
- ❖ Virtualisation of the ICT Server estate.
- ❖ Migration of West Lancashire Borough Council Data Centre offering reduction in running costs and improved stability, following investment of **£25,000**.
- ❖ An investment of over **£4,000** to replace the end-of-life Internet Proxy server with a McAfee Web Gateway Security solution, offering new security functionality, increased support and greater stability and resilience.

These projects were all completed at no cost to West Lancashire Borough Council.

1.15 TV presenter (actor and comedian) Nick Hancock unveiled a new sensory room for young people with disabilities and special needs at West Lancashire Community High School on the 10 December 2012. West Lancashire Community High School caters for 97 pupils aged 11-19 with severe and profound learning difficulties. The new sensory room will allow pupils to explore new



Figure 1.1: Nick Hancock Opens the New Sensory Room at West Lancashire Community High School

environments unimpeded in a safe environment. Pupils will be able to develop additional skills above and beyond the curriculum to develop their personal and social development.

1.16 The West Lancashire Community High School is the **twelfth** school to benefit from the partnership between BT and The Lord's Taverners. Together the two organisations are investing £400,000 over three years to install 13 new multi-sensory areas that will enhance the lives of youngsters with disabilities and learning difficulties across the UK. Time spent in a sensory room has been shown to increase spatial awareness, concentration, relaxation and alertness. For young people with autism or severe communication difficulties, the stimulating and soothing properties of these rooms has been shown to calm their behaviour and make them more communicative and responsive. Multi-sensory rooms feature a relaxing and stimulating variety of sights, sounds and textures which help disabled children to learn in an environment that suits their educational needs. Such rooms can result in dramatic benefit to children with sensory impairment, helping enhance the development of senses such as hearing, sight, smell and touch. The value to the school is around **£30,000**.

1.17 During 2012/2013 **34** staff have been recruited to work at Lancashire Place. In addition to **one** Apprenticeship and **ten** WorkStart Plus.

Governance

1.18 The governance of the Contract is overseen by the **Shared Services Board**. This has representation from; West Lancashire Borough Council, Lancashire County Council and One Connect Limited. The role of this Board is to; review the implementation and delivery of services, monitor service delivery and performance, discuss future opportunities, working together and building positive long term relationships.

1.19 The **key contractual elements** of the Agreement include:



- ❖ A **Shared Services Agreement** between West Lancashire Borough Council and Lancashire County Council to deliver these services through its partner One Connect Limited.

 - ❖ At the same time as creating up to **170** new jobs in the area.

 - ❖ A double **secondment model** for all West Lancashire Borough Council employees from the Borough Council to the County Council and then seconded into One Connect Limited. A first of its kind. This protects the terms and conditions of staff and their public sector pensions. These costs are borne by One Connect Limited as part of its financial obligations and Contract.
- 1.20** A set of fundamental principles agreed by all the parties which are viewed as key to the creation of a successful and long term relationship.
- 1.21** A monthly **Quality of Service Report** for each Service is produced which includes the following information in respect of the services provided:
- ❖ A synopsis of the services delivered (executive summary).

 - ❖ Performance against any Contractual and Non-Contractual Service Levels.

 - ❖ Added value delivered in month.

 - ❖ Any service performance issues, if appropriate, and any proposed corrective actions.
- ❖ **Review of Operational Core Processes**
- 1.22** As part of the initial Agreement a defined piece of consultancy work has been undertaken to review and improve operational processes within the Revenue and Benefit Service whilst preparing the service for upcoming major legislative
-

changes to Welfare Reform. This important review (at a cost of **£34,000** to One Connect Limited) but at no cost to West Lancashire Borough Council is now complete. The key issues highlighted and resolved included:

- ❖ An absence of quality sampling.
- ❖ Absence of performance management systems or practice.
- ❖ A complex mixture of temporary staff, agency staffing and reduced hours contracts resulting in an unstable staffing situation.
- ❖ A number of compliance issues including failure to apply disclosure checks on Benefits staff, recording systems for access to ICT application and conflict of interest processes.
- ❖ Controls on the set up of landlords, creditors and third party payments were very limited.
- ❖ Fragmented data between Benefits and Revenues resulting in potential inconsistency.

1.23 A similar piece of work of free consultancy work was undertaken by the ICT Service at a cost to the Partnership of **£6,300**. Again key highlights and resolution included:

- ✦ Rebuild of ageing Council Tax server for greater resilience and reliability.
- ✦ Transfer of remote sites to the One Connect Limited network, improving resilience, stability and business continuity processes.
- ✦ Addressing identified security issue through close collaboration with third party suppliers.
- ✦ Implementation of new corporate firewall replacing the previous single firewall solution.

✦ 2012/2013 High Level Performance Review

1.24 All five **ICT targets** were exceeded in 2012/2013.

1.25 West Lancashire Borough Council benefits from the scale of the Lancashire County Council ICT infrastructure and in 2012/2013 it was agreed to enhance four of the five ICT targets for 2013/2014. These also apply to West Lancashire Borough Council:

Detailed Definition of Service Level	2012/2013 Target (%)	2013/2014 Target (%)
Major Business Disruption: Critical user or user group: <ul style="list-style-type: none"> ✦ unable to operate; ✦ business unit experiencing significant reduction in service performance. 	95	97
Minor Business Disruption: Single user or user group unable to work with no available workaround.	95	97

Detailed Definition of Service Level	2012/2013 Target (%)	2013/2014 Target (%)
Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround.	95	97
Advice and Guidance (offered to users via Service Desk).	95	97

Table 1.3: ICT Service Level Agreement Enhancements 2013/2014.

- 1.26** Performance is critical to the ongoing success of any long term relationship. The implementation of the Northgate ICT System required ‘down time’ during 2012/2013 which had a short term impact on performance in the area of Revenues. However in 2012/2013 the Benefit Service targets exceeded all four of its contractual targets. Of the Revenue targets two were not met due to the ICT replacement programme. The Sundry Debtor target was not met due to ongoing legal actions managed by West Lancashire Borough Council.
- 1.27** To support the introduction of welfare reform the following developments were implemented:
- ✦ Council Tax Support required detailed reports to the authority and calculation of revised rebates for around **4,800 claimants**. New software was installed and re-training provided for staff.
 - ✦ The under-occupation penalty required collection and importation of bedroom data, re-calculation of benefit and notification to around **1,300 affected tenants**.

❖ The Service was also required to assist the Council in implementing **revised, localised discounts and charges in relation to empty properties** and second homes.

1.28 The planned Welfare Changes made the setting of SLAs difficult. In effect a second monitoring period now applies to the SLAs impacted upon by the planned Welfare Changes. These will be subject to further discussion and agreement at the Shared Services Board during 2013/2014.

1.29 All SLAs will of course continue to remain under constant review throughout the life of the Partnership. Service excellence remains the target.

❖ **2012/2013 Key Highlights**

1.30 Key highlights and successes for the Partnership during 2012/2013 included:

❖ An exercise in generating 'maximum' free school meals for schools in West Lancashire generated **£173,000** in additional Pupil Premium and **£77,000** in additional free school meals.

❖ Releasing of office accommodation back to West Lancashire Borough Council with the opening of Lancashire Place.

❖ Migration to one single core system from **three** revenues and benefits core systems and a new hosting application for the data centre at no cost to West Lancashire Borough Council.

❖ A 'health check' was carried out by both services (ICT and Revenue and Benefit) with all key recommendations implemented.

❖ Provided a payroll and human resource service at no cost to the Council for all seconded staff (estimated cost of **£13,500** pa).

- ❖ The BT job hub (located at Skelmersdale) continues to operate and support the local economy. BT continues to be a major employer in Lancashire (now over **3,000** people) and a major spender with local businesses. Estimated at over **£500 million** pa.
- ❖ A new BT Contact Centre has opened in Accrington creating up to **300** new jobs in Lancashire.
- ❖ A sensory classroom was financially supported by BT at the West Lancashire Community High School (Skelmersdale) with a value of over **£30,000**.

1.31 A considerable amount of work across the whole of West Lancashire has occurred during 2012/2013 in promoting employment by the One Connect Limited employment support team and includes:

Activity	Number of Posts
❖ Apprentices: Business Administration recruited within the County Council was appointed within One Connect Limited into a promotion located at Lancashire Place. School Apprentices placed within schools within West Lancashire. Private sector business supported in recruiting Apprentices into their business.	1 2 5 <hr style="width: 20%; margin: 0 auto;"/> 8
❖ Workstart: West Lancashire residents who undertook Workstart placements. In One Connect Limited Workstart placements.	25 16

Activity	Number of Posts
West Lancashire residents were employed on Workstart Plus (paid) employment contracts.	7
One Connect Limited completed Workstart Plus (paid) employment contracts.	6
	<hr/> 54
❖ Special Needs: Work placement leading to an apprenticeship within One Connect Limited.	1
Total	63

Table 1.4: Supporting People 2012/2013.

1.32 A total of **34** staff have been recruited to work in Lancashire Place since its opening. Of these **seven** are West Lancashire residents and **18** from Lancashire. This is the beginning of long term recruitment from the local area.

2 2012/2013 ICT Review

- 2.1** The total cost of the ICT Service in 2012/2013 was **£1,125,000**. Giving a guaranteed saving of **£199,000** to West Lancashire Borough Council. During 2012/2013 the main ICT Service focus has been on the infrastructure of the ICT platform, the five ICT towers and service performance. These savings are in addition to the **£96,000** delivered in 2011/2012.
- 2.2** In addition to the delivered saving of **£199,000** (in 2012/2013) other financial benefits have been gained by West Lancashire Borough Council through the delivery of the One Connect Limited ICT Service.
- 2.3** Investments in 2012/2013 into the infrastructure of ICT have been significant and form part of a transformational ICT infrastructure programme to ensure the delivery of ICT service excellence, including:

Investment	Benefits	Value (£k)
Migration of the Council Data Centre.	Increased resilience – Power, network, building. Improved security. No direct power costs to West Lancashire Borough Council. Improved access for technical staff.	25,000
Replacement of the aging Internet Proxy Server with the McAfee Web Gateway Security Software.	Improved performance. Enhanced security. Improved stability. Additional functionality. Increased support for new web.	4,200
An upgrade to the web Content Management System.	Ensure continued support for the Content Management system underpinning West Lancashire Borough Council's intranet, and providing additional intranet functionality.	1,300
Total		30,500

Table 2.1: ICT Investments 2012/2013.

2.4 Over **£297,000** of non cashable added value has been delivered in 2012/2013 by the Partnership with the key elements being:

- ❖ Infrastructure improvements in the areas of server virtualisation, enhanced gigabit links and provision of McAfee security software.
- ❖ Release of the Westec Office accommodation with all ICT staff relocated to Lancashire Place with estimated savings to West Lancashire Borough Council of **£70,000** per annum.
- ❖ Additional management capacity and technical expertise.
- ❖ Business continuity improvements including upgrade of power supplies, introduction of the Netbackup solution and rebuild of specific servers.
- ❖ Delivery of consultancy regarding the secure use of mobile devices.
- ❖ One Connect Limited engineers supported the power down and installation of a new Uninterrupted Power Supply (UPS) at West Lancashire Borough Council's Derby Street Offices. This work which will improve the standby electricity facilities at the site was scheduled outside of normal hours minimising disruption to staff and services. This incurred staff costs which have been borne by One Connect Limited.
- ❖ One Connect Limited continued to provide out-of-hours support for the Revenues and Benefits Service's Year End process this month. Additional staff costs have been borne by One Connect Limited.

2.5 A full list of non-cashable value has been reported as:

Activity	Year To Date (£K)
Business Continuity	108.0
Provision of Hardware	83.9
Consultancy	63.7
Support and Testing	24.6
Software Provision	17.0
Total	297.2

Table 2.2: Added Value Summary 2012/2013.

2.6 A key piece of work in 2012/2013 was the root and branch review of the whole ICT Service (**Monitoring Period Review**). This piece of work is essentially free consultancy and valued at **£6,300**. The structure of the review covered; ICT infrastructure and systems, desktop estate, incident reporting and resolution, change process, licensing and ICT Procurement.

2.7 Against each element a ‘full health check’ was completed and a set of actions agreed with West Lancashire Borough Council through the Shared Services Board and implemented. Examples of improvements included:

Issue	Action Taken
⚙️ Council Tax Server constant failing.	⚙️ Rebuild of ageing server.
⚙️ Resilience of remote sites.	⚙️ Remote sites transferred to the CLEO network for improved resilience and stability.
⚙️ Security Issues.	⚙️ Collaboration with third party suppliers to address identified security issues.
⚙️ Single Firewall.	⚙️ Corporate firewall implemented offering increased resilience and improved business continuity.

Table 2.3: ICT Monitoring Period Review and Actions 2012/2013.

2.8 The 2012/2013 **Business Improvement Plans** set out actions to be delivered as part of an embedded continuous improvement programme. The key successes included:

Activity	Action
<ul style="list-style-type: none"> ❖ Improved business continuity measures, downtime reduction and greater business flexibility. 	<ul style="list-style-type: none"> ❖ Virtualisation of West Lancashire Borough Council Server estate.
<ul style="list-style-type: none"> ❖ Implementation of ITIL incident and change management processes. 	<ul style="list-style-type: none"> ❖ Introduction of new roles including Incident Co-ordinator and reconfiguring of processes ensuring consistency of approach.
<ul style="list-style-type: none"> ❖ Improvement of the quarantined email process. 	<ul style="list-style-type: none"> ❖ Large e-mails are now automatically released at times when they are less likely to affect the network speeds i.e. lunchtime and after 6pm. In addition, customers no longer need to manually log these issues with Connect2ICT.
<ul style="list-style-type: none"> ❖ Convergence of West Lancashire Borough Council network with One Connect Limited network. 	<ul style="list-style-type: none"> ❖ West Lancashire Borough Council sites converged with the One Connect Limited network, replacing aging end-of-life hardware improving resilience and increasing bandwidth at a number of sites.

Table 2.4: Business Improvement Plans 2012/2013.

2.9 Other forms of continuous improvement included a whole set of challenge, review and action. Outcomes included:

- ❖ Improved support arrangements, through realignments drawing on larger ICT resource.

- ❖ System downtime minimised through scheduling upgrades and major works outside of core working hours.
- ❖ Improvements to the Connect2ICT Knowledge Base facilitating faster responses for customers logging issues, with greater capacity for calls to be resolved at first point of contact.
- ❖ Introduction of a fully managed ICT disposal system, in line with the Waste Electrical and Electronic (WEEE) Directive, ensuring all equipment is disposed of in a secure fashion, ensuring the security of West Lancashire Borough Council data and giving assurance of compliance within the rules of the Information Commissioner's Office.

❖ **Performance**

2.10 The agreed Service Level Agreement (SLA) comprises in total **five** performance indicators covering the ICT Service. Of these all **five** are contractual indicators:

No.	Detailed Definition of SLA	2012/2013 Target (%)	2012/2013 Performance (%)
1	Severe Business Disruption Business Unit (sub-unit): ❖ unable to operate ❖ service component failed or severely impaired	99	100
2	Major Business Disruption Critical user or user group: ❖ unable to operate ❖ business unit experiencing significant reduction in service performance	95	100

No.	Detailed Definition of SLA	2012/2013 Target (%)	2012/2013 Performance (%)
3	Minor Business Disruption: Single user or user group unable to work with no available workaround	95	99
4	Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround	95	99
5	Advice and Guidance	95	99

Table 2.5: Contractual Targets and Performance 2012/2013.

2.11 Significant improvements in 'Priority Three' incidents were experienced. Up from **96%** (in 2011/2012) to over **99%** (in 2012/2013).

2.12 A great deal of resource, during 2012/2013, was directed into the area of document management including:

- ✦ A new virtual private network (VPN) was established to allow secure data transfer into the Civica Electronic Document Management System, and was used to facilitate the successful extraction and loading of a large volume of scanned images relating to Benefits, Council Tax and Business Rates.

- ✦ Northgate Electronic Document Management (EDM) system went live in July 2012 for the Community Services Division. In preparation for go-live, conversion of 115,000 documents took place, from the Northgate Back Office to the new EDM system. The Community Services Division now has a paperless mail management system where all mail goes to one address. This has the additional benefit of reducing the strain on email

exchange servers, as documents that need mass circulation are now distributed through the EDM in tray.

2.13 Considerable work in the area of business continuity was completed in 2012/2013. This will support the accreditation to the international quality standard ISO 22301: 2012 in 2013/2014. This included:

- ❖ The migration of the West Lancashire Borough Council Data Centre including the Virtual Server Infrastructure and the Storage Area Network (SAN). This improves business resilience and business continuity.
- ❖ The replacement of the ageing Internet Proxy Server with the McAfee Web Gateway. The new product provides greater functionality, security and resilience, whilst also reducing licensing requirements.
- ❖ ICT engineers installed and configured the First Touch Mobile solution for the Housing and Regeneration Service during November 2012. This service for visiting officers takes advantage of new functionality to improve service delivery and efficiency.
- ❖ Built a copy of the National Non-Domestic Rates (NNDR) system to enable West Lancashire Borough Council to submit statutory reports, based on historical data, to the Department of Communities for Local Government.
- ❖ A detailed site survey and a solution design for network infrastructure (including telephony) for units at the Investment Centre, Whitemoss Business Park.
- ❖ A wireless survey of the Investment Centre has been completed in order to provide a design solution to deliver expanded Wi-Fi coverage to the whole building and enable the Centre to offer internet access to start-up businesses as well as restaurant customers.

- ❖ ICT network engineers carried out both ground and high-level surveys at Becon Park, Upholland, and Skelmersdale to replace the existing slow connection and to bring the site on to the normal network.
- ❖ ICT Services set up a Secure File Transfer Facility from the Housing Management System. This allows West Lancashire Borough Council to transfer files containing housing application data to Abrita, the host of the West Lancashire Borough Council Housing team's Choice-Based lettings site.

2.14 The One Connect Limited ICT Service continued to successfully carry out the controlled implementation of upgrades to key systems and applications throughout 2012/2013 on behalf of West Lancashire Borough Council including:

- ❖ In **July 2012** the upgrade to West Lancashire Borough Council's web **Content Management System** was completed. The latest version of Alterian's system was installed thus extending Level Two support for the product until **April 2014**. A new server structure was implemented to support the upgrade using the existing West Lancashire Borough Council virtual environment. The two new servers were a new live Intranet/web site staging server and a new live server using Windows Server.
- ❖ In **December 2012** the **Aareon QL Housing System** (the integrated housing package that enables the Council to support its tenants and properties) was upgraded. This involved upgrading the main application plus over **80** client applications and ensures software remains up to date and supported by the external supplier.
- ❖ As part of the completed **Income Related Shared Services (IRSS)** programme, ICT Services continued the implementation of interfaces into the production systems. The Payroll to Income Management interface was completed in **March 2013**. This interface will notify the Council Tax system of any deductions from an employees pay relating to Council Tax.

- ❖ The upgrade to the **Elections System** maintains regulatory compliance and was rolled out remotely to **150** PCs with minimal disruption to staff and services.
- ❖ ICT Services worked closely with the third party software supplier, Northgate, in order to facilitate the provision of enhanced information within the **Committee Information System** (COINS). This enabled the requirements of the West Lancashire Borough Council Members' Services team to be met through the establishment of a Register of Interests section for Members.
- ❖ **Northgate** carried out a data conversion and migration exercise from the previous West Lancashire Borough Council core applications (Capita Academy and Civica CTAX and NDR) to Northgate Revenue and Benefits. This was a major undertaking.

2.15 ICT Services achieved accreditation to the **ISO 9001** Quality Management standard in **June 2012**. This included a set of Core Operational Procedures and ICT Quality Assurance Procedures which formed the basis of their Quality Management System. The ICT procedures included the following:

- ❖ Interaction Management.
- ❖ Incident Management.
- ❖ Change Management.
- ❖ Problem Management.
- ❖ Knowledge Management.
- ❖ Calibration of Test Equipment.

2.16 2012/2013 has been a challenging year for the ICT Service with considerable progress being made.

2.17 For 2013/2014 the following Service Level Agreement has been set:

No.	Detailed Definition of SLA	2013/2014 Target (%)	2013/2014 Target (%)
1	Severe Business Disruption Business Unit (sub-unit): ❖ unable to operate ❖ service component failed or severely impaired	99	99
2	Major Business Disruption Critical user or user group: ❖ unable to operate ❖ business unit experiencing significant reduction in service performance	95	97
3	Minor Business Disruption: Single user or user group unable to work with no available workaround	95	97
4	Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround	95	97
5	Advice and Guidance	95	97

Table 2.6: ICT Service Level Agreement for 2013/2014.

❖ 2013/2014 Planned Developments

2.18 Performance excellence, and therefore continuous improvement, is key to the success of the Partnership and to reach a stage of service excellence. Plans have been developed and will be implemented during **2013/2014**. These include:

❖ ICT Service

2.19 The focus of the ICT Service during 2013/2014 will be to build upon the success by staff during the early stages of the contract whilst driving up performance (against the revised contractual targets) and embedding service excellence in all areas. Key developments planned include:

- ❖ Undertaking a full ICT Service Review, maximising the potential of the Delivery team in meeting the business requirements of West Lancashire Borough Council.
- ❖ Development of a Federated Access and Identity Management solution to deliver single sign-on, self-service password reset functionality and self-provisioning of services.
- ❖ Improvements in Mobility and Agility capabilities including developments in remote access solutions and Next Generation Laptops.
- ❖ Development of a Desktop Strategy commencing with an audit of the West Lancashire Borough Council desktop estate to establish current provision and inform future plans for desktop hardware.
- ❖ Reviewing the process for change, identifying methods of improving the response for new requests.

- ❖ The Individual Electoral Registration project has a planned go-live date of June 2015. It will replace the current Household Electoral Registration system and support the registration of individuals for elections, thus reducing fraud and omissions/errors on the electoral register. ICT Services has already supported the Cabinet Office in performing a test on the Secure Central Government Network (GCSX) to West Lancashire Borough Council, as an initial part of this process.

- ❖ West Lancashire Borough Council is currently undertaking an upgrade to the borough-wide CCTV system, resulting in the control and monitoring operations being moved into a new CCTV suite. A number of the cameras included within the upgrade are monitored and controlled over a broadband connection. One Connect Limited will provide an internet connection into the new CCTV suite.

- ❖ ICT will continue to work on Data/Document Retention compliance. This work will review ICT systems for their compliance with the West Lancashire Borough Council policies. Systems will be investigated, and any identified issues resolved; this resolution may lead to the implementation of new modules or scripts for data destruction, from either the system providers or developed internally where appropriate.

- ❖ ICT Services will upgrade the HFX staff monitoring system for Time and Attendance recording. The work will complement the support given by the supplier, HFX by ensuring the application is hosted in an appropriate location, will facilitate 'super user' status for selected West Lancashire Borough Council staff and provide an on-going support plan for the product.

2.20 The ICT Service had developed a 2013/2014 Business Improvement Plan for the year ahead which includes:

- ❖ Transferring existing Data to the new VBlock state of the art compute and storage platform to take full advantage of the built in resilience, high capacity and performance enhancements.

- ❖ To support the delivery of the international Business Continuity quality standard of ISO22301.

- ❖ To deliver ISO27001 accreditation to West Lancashire Borough Council ICT.

- ❖ To upgrade the current GCSX connection to PSN (Public Sector Network) in line with the Central Government legislation.

- ❖ To review the Council's Desktop Estate and to recommend appropriate solutions to deliver an effective and future proofed Desktop Service.

3 2012/2013 Revenue and Benefit Review

- 3.1** The total cost of the Service in 2012/2013 was **£1,940,000**. Giving a guaranteed saving of **£323,000** pa to West Lancashire Borough Council. During 2012/2013 the Revenue and Benefit Services has focused on the impact of the planned Welfare Reforms and the replacement of its core ICT systems. These savings are in addition to the **£170,000** delivered in 2011/2012.
- 3.2** In addition to the delivered saving of **£323,000** (in 2012/2013) other financial benefits have been gained by West Lancashire Borough Council through the delivery of the Revenue and Benefit Service by One Connect Limited.
- 3.3** The investments were significant to ensure the delivery of service excellence. Investments of **£700,000** have been made in 2012/2013 and include:

Investment	Value (£)
Northgate ICT System	550,000
Civica ICT System	150,000
Total	700,000

Table 3.1: Revenue and Benefit Investments 2012/2013.

- 3.4** Around **£924,000** of non cashable added value has been delivered in 2012/2013 by the Partnership with the key elements being:
- ❖ Release of sizeable office space in Derby Street Council building with the relocation of around **70** staff from **eight** separate offices.
 - ❖ Implementation of a new document management and workflow system.

- ❖ Replacement of the **three** legacy revenues and benefits systems.
- ❖ Introduction of out of hours systems upgrades to improve customer services and efficiency.
- ❖ Migration of staff payroll to a modern self-service offering.
- ❖ Extensive data cleansing.
- ❖ Retraining of staff to work with modern applications.

3.5 A full list of non-cashable value has been reported as:

Activity	Year To Date (£K)
Management Capacity	100
Review of operational processes – consultancy and diverse action	44.5
R&B PC Screens	29
Additional Data Migration	15
Software upgrade user acceptance testing out of hours	12
Move to Oracle Human Resources self-serve	10
Payment of enhanced overtime rates	10
Additional welfare reform work (social sector data gathering, Council Tax option appraisal)	3.5
Total	224.0

Table 3.2: Revenue and Benefit Added Value Summary 2012/2013.

3.6 A Review of all of the contractual Service Level Agreements (SLAs) was presented to the Shared Services Board in February 2013. The Review highlighted that for Revenues and Benefits, information gathered during the monitoring period had been impacted upon by the national welfare changes including:

- ❖ The abolition of Council Tax Benefit (CTB).
- ❖ Changes to the treatment of empty properties and second homes.

- ❖ The establishment of the Single Fraud Investigation Service.

- ❖ Changes to Housing and Council Tax Benefits subsidy consequential from the abolition of Council Tax Benefit.

3.7 A key piece of work was the root and branch review of Revenue and Benefit undertaken (as part of the **Monitoring Period Review**). This piece of essentially free consultancy is valued at **£34,000**. The structure of the review covered:

- ❖ Human resources.
- ❖ Operational processes and controls.
- ❖ Performance management.
- ❖ Compliance and quality.

3.8 Large scale reforms will continue into 2013/2014, including most notably the implementation of Universal Credit (planned for October 2013) which will see a number of current benefits replaced by one single payment. Our planned approach to the transition is underway and has been informed by a review of operational processes, alongside our commitment to service excellence. One Connect Limited has and continues to deliver major changes to adapt to large scale welfare and tax reforms. The reforms have transformed the way in which our customers access benefits and our commitment has been to minimise the impact of these changes through a robust and adaptive approach which will support our most vulnerable customers.

3.9 Against each element a 'full health' check was completed and a set of actions agreed with West Lancashire Borough Council through the Shared Services Board and implemented. Examples of improvements include:

Issue	Action Taken
❖ Absence of performance management systems or practice.	❖ Implementation of performance management systems and processes.
❖ A complex mixture of temporary staff, agency staffing and reduced hours contracts resulting in an unstable staffing situation.	❖ Stabilisation and the regularisation of staffing.
❖ An absence of quality sampling or assurance processes.	❖ Implementation of quality sampling, corrective and preventive action.
❖ A number of compliance issues including failure to apply disclosure checks on benefits staff, recording systems for access to ICT application and conflict of interest processes.	❖ Action to comply with the Baseline Personnel Security Standard. ❖ Recording and authorisation of system access and profiles.
❖ Controls on the set up of landlords, creditors and third party payments were very limited.	❖ Authorisation controls on set up of landlords and creditors.
❖ Fragmented data between benefits and revenues resulting in potential inconsistency.	❖ Data cleansing and new databases.

Table 3.3: Monitoring Period Review and Actions 2012/2013.

3.10 Other forms of continuous improvement included a whole set of change and re-engineering. These included:

- ❖ Steps to reduce and eliminate the usage of cheques.

- ❖ Automating workflow distribution and introduction of bar coded indexing of incoming documents.
- ❖ Automation of processing of DWP ATLAS files (where possible) to reflect national best practice.
- ❖ Revised and updated letter and bill templates for the new system.
- ❖ Improved staff communications, including a set of regular management presentations to staff, newsletters and better meeting disciplines.
- ❖ Individual performance feedback and coaching to staff.
- ❖ Automation of daily billing processes including fulfilment.
- ❖ Automation of benefit notification processes including fulfilment.

3.11 The introduction of Northgate and Civic ICT Systems has allowed new processes and supporting software to realise a number of benefits including:

- ❖ Consistent people and property data.
- ❖ Hosting in a resilient modern data centre.
- ❖ A future facing platform ready for changes to come.
- ❖ Access to specialist application support staff.
- ❖ Enhanced customer access possibilities including e-billing.
- ❖ Improved staff skills.

❖ **Performance**

3.12 The agreed Service Level Agreement (SLA) comprises in total **eight** performance indicators covering the Service. Of these, all **eight** are contractual indicators. West Lancashire Borough Council has requested that data is also provided for average time to process benefits new claims and change of circumstance, volumes of complaints received and payment of creditor invoices on time.

3.13 The Benefit Service exceeded all its targets for 2012/2013:

Detailed Definition of SLA	2012/2013 Target	2012/2013 Performance
NI 181 – Average time to process all items	12 days	11.27 days
Overpayment Recovery of Housing Benefit overpayments (payments received) pa.	£170,000	£170,882
Benefit Fraud Sanctions & Prosecutions	45	47
Benefits Local Authority Error Overpayments – Lower Threshold YTD	Below £180,107	£ 166,979

Table 3.4: Benefit Service Contractual Performance Targets 2012/2013.

3.14 This was an excellence performance by staff given the impact of:

- ✦ ICT System introductions.
- ✦ Work practices.
- ✦ Office accommodation relocation.
- ✦ Welfare Reform planning.

3.15 The Revenue Service did not meet all its targets:

Detailed Definition of SLA	2012/2013 Target	2012/2013 Performance
Council Tax Collection Rate Current Year (BVP19)	98.06%	96.40
Council Tax Previous Years Arrears	24.46%	18.32%
NNDR Collection Rate Current Year	97.77%	95.40%
Sundry Debtors	5,768,616	5,675,860

Table 3.5: Revenue Service Contractual Performance 2012/2013.

- 3.16** Two of the Revenue Service performance targets (for 2012/2013) were significantly impacted on by the systems migration programme.
- 3.17** One Connect Limited provided significant additional resources to support the programme and to mitigate the impact upon performance. This has proved successful in the Benefits area where, despite the demands of the migration process, all contractual targets were achieved. However in the Revenues area, collection performance was affected by a reduction in recovery activity in the second half of the year due to systems migration activity. One Connect Limited will focus upon collection of the additional debit in the coming year, such that any net loss of revenues is addressed.
- 3.18** The performance out turn was slightly behind target for Sundry Debtors however there are a number of accounts where recovery action was/is being assessed by West Lancashire Borough Council in line with normal procedures.
- 3.19** The Revenue and Benefit Service has focused this year on a major ICT investment and the associated transformation of the Service. This has been achieved whilst delivering major legislative changes from 'Welfare and Council Tax Reforms'. The Revenue and Benefit further successes and highlights during 2012/2013 include:

- ❖ Provision of **new open plan accommodation**.
 - ❖ Refreshed desktops for all staff.
 - ❖ Migration from a basic document scanning system to a **sophisticated workflow application** offering automated distribution and indexing.
 - ❖ **Migration from three revenues and benefits core systems** to a single core system providing an integrated approach to people and property data.
 - ❖ **Comprehensive re-training** for all staff.
-

✦ Migration of application hosting to a **modern secure and resilient data centre**.

✦ **Centralisation of printing** and access to automated fulfilment for core system output.

3.20 The investment in systems alone has been **£700,000** at no cost to **West Lancashire Borough Council**. The implementation of Northgate and Civica applications is the key foundation in creating scalable, future facing platforms for revenues and benefits shared services in Lancashire.

3.21 A successful Free School Meals campaign secured this entitlement for **192** West Lancashire School children. This equated to **£77,000** in additional income for families annually and will result in **£173,000** per annum additional pupil premium schools funding.

3.22 The platforms operated by West Lancashire Borough Council for revenues were at the very end of their lifespan having been in use for approximately twenty years. The legacy practice of having different unconnected databases for Council Tax, Housing and Council Tax Benefits created a fragmented service with no consolidated view of people and property. This in turn created a risk of error and organisational ‘silos’ between revenues and benefits that do not serve the customer well.

3.23 The programme of migration was completed to time and quality going live on the planned date of 23 January 2013. The programme benefited from expert and high quality programme management and experienced Northgate practitioners and training resources that are available to One Connect Limited.

3.24 At contract commencement the Revenues and Benefits Services was in **eight** different offices over three sites. Much of the accommodation was aged and in need of refurbishment. The Service now enjoys a single open plan facility with a secure area for the **fraud team**. This is one of many changes breaking down historic organisational silos and providing greatly improved facilities for

staff. Simply providing a modern office environment has resulted in knowledge sharing and flexibility where it did not previously exist.

- 3.25** This year has seen the successful implementation of Welfare Reform, including Council Tax Support and the under-occupation penalty. Council Tax Support required detailed reports to the authority and calculation of revised rebates for around **4,800** claimants. New software was installed and re-training provided for staff. The under-occupation penalty work required collection and importation of bedroom data, re-calculation of benefit and notification to around **1,300** affected tenants.

❖ **2013/2014 Planned Developments**

- 3.26** The Service was also required to assist the Council in implementing revised; localised discounts and charges in relation to empty properties and second homes.
- 3.27** The implementation of the new ICT system has not been without its challenges including the lack of integrated people and property data and unravelling many historic practices associated with revenues systems. Despite these challenges the Northgate system went live to time, quality and budget with downtime contained to three weeks.
- 3.28** A portfolio of bespoke revenue and benefit software which provides additional functionality, can now be deployed in 2013/2014. An exercise has been undertaken to identify the key items for development in **2013/2014**. For example:

- ❖ Electronic payment/adjustment notification files for landlords.
- ❖ Bill formatting.
- ❖ eBilling.
- ❖ Specialised reporting.

- 3.29** Performance excellence, and therefore continuous improvement, is key to the success of the Partnership and to reach a stage of service excellence. Plans have been developed and will be implemented during **2013/2014**. These include:
- 3.30** The implementation of the new ICT systems has been a major undertaking and as expected with such a complex ICT Project it will take some time to 'bed in', for staff to become familiar and for any ICT 'bugs' to be resolved. The initial focus in 2013/2014 will be on these issues and to expand the systems functionality. Clearly the current and planned Welfare Reforms will play a key part in the programme of work for 2013/2014.
- 3.31** In response to the Welfare Reform, the Revenue and Benefit Service will continue to manage the impact with high levels of customer contact from changes to Council Tax Support and under-occupation penalty. As a result of the abolition of the Council Tax Benefits around **4,800** claimants will start to pay (or pay additional Council Tax). This will result in a significant expansion of recovery work in relation to low-income households. Changes to exemptions on properties which are empty will result in an increased debit of circa **£0.53** million on around **550** accounts. Although these changes are intended to discourage Landlords and other property owners from allowing properties to remain empty and out of use, it is likely that change may take time and increased debit may result in additional recovery work.
- 3.32** A proposal for discount and benefit case reviews to help improve the accuracy of customer data.
- 3.33** The Service has developed a 2013/2014 **Business Improvement Plan** for the year ahead which includes:
-

- ❖ Review and development of the **Discretionary Housing Payment** application process and additional analysis and reporting. This reflects the increased value and importance of this fund which is now **£159,000**.
- ❖ Steps to eliminate paper based processes in debtors and creditors.
- ❖ Further work to reduce and then eliminate the use of cheques.
- ❖ The introduction of 'no purchase order no payment' disciplines as required by West Lancashire Borough Council.
- ❖ Introduction of an electronic method of raising the requirement for debtor's action, helping to improve controls and efficiency.
- ❖ Further 'bedding in' of new systems to ensure that optimal efficiency and performance is achieved.

3.34 The Revenue and Benefit Service Service Level Agreements for 2013/2014 will be subject to further discussion at the Shared Services Board during the coming year.

4 People Review

- 4.1 The strength of any Partnership is built upon the foundations of its people. Staff represent the single biggest resource and cost of any business as well as its greatest source of potential. We are committed to maintaining and developing a Partnership that places its employees at its centre. Having the right people in post, with the correct training and support to allow and encourage them to do an excellent job, is perhaps the single most important responsibility of our leaders and managers across the business.
- 4.2 Our People Strategy (2013-2016) entitled; 'Workforce Matters' has been developed following a process of listening to all our staff. Many will have contributed through; focus groups, conferences, staff forum, staff engagement survey results and in discussions with senior managers. It is clear that we have committed, hard working and enthusiastic people and teams across all parts of the business. The **People Strategy** sets out a clear framework. 'Workforce Matters' is about enabling staff to grow and reach their potential. It is about achieving our business goals. It is about supporting staff to remain focused on our customer and service excellence.
- 4.3 The People Strategy provides the framework for making the very most of our most important asset, our people. The Strategy is a clear statement of how we will support the delivery of our Vision 'To place the customer at the heart of everything we do. We will listen to our customers and stakeholders and invest in our people to achieve and then exceed service excellence'.
- 4.4 To support our commitment a 'Workforce Matters Plan' has been developed around seven broad themes:



Figure 4.1: Our People Strategy - 'Workforce Matters' Model.

4.5 This framework will help to realise the potential of people, provide an environment which positively promotes high performance with the right level of support and challenge to individuals so they will do their best and feel their contribution is rewarded. Significant progress has been made under each of the seven themes of the strategy.

4.6 In 2012/2013 **34** staff were recruited to the business:

Residency	Number of Staff
Areas of Lancashire	18
Ormskirk	7
Liverpool	4
Sefton	1
Warrington	1
Other	3
Total	34

Table 4.1: Staff Recruitment 2012/2013.

4.7 In addition **ten** WorkStart Plus placements (paid) have been delivered at a cost to One Connect Limited of **£29,000**.

4.8 **One** Apprentice has been appointed to date. The post is Business Support Officer within the Human Resource Payroll and Pensions Service.

❖ **Employer of Choice**

4.9 As a Partnership, we recognise the importance of developing a strong reputation as an **Employer of Choice** and offering first class terms of employment to all members of staff. To support this during **2012/2013** we have:

❖ Reviewed and developed an employment framework to provide a working environment that supports the individual and the business (eg. rest rooms, clean and spacious office environments, good quality ICT).

❖ Embedded a Quality Framework of standards (eg. **ISO9001**) and accreditations (eg. **Committed to Equality**) to help support staff and service excellence.

❖ Provided sustainable and progressive career opportunities including Apprenticeship and Traineeship Programmes and employee mentoring.

❖ Provided routes into work and careers support through the Workstarts and Future Horizons programmes.



4.10 The following actions are planned during **2013/2014**:

- ❖ Complete the implementation of the Quality Framework (eg. **Investors in People**) to support us in achieving our mission and vision as we grow as a partnership.
- ❖ Grow and develop the Apprenticeship and Traineeship Programme to improve the opportunities and support offered.
- ❖ Strengthen our approach to charitable activity incorporating our responsibility to the local community and in line with the values of our people. In 2012/2013 we raised over **£9,500**.
- ❖ Continue to support staff in completing the Duke of Edinburgh's Award.

❖ **Great Place to Work**

4.11 As an employer we have made a commitment to support staff by creating, developing and nurturing a 'great place to work'. To support this during 2012/2013 we have:

- ❖ Instilled the SPIRIT values and associated behaviours through key reward and recognition channels. We have introduced all new employees to SPIRIT values as a key element of corporate induction and maintained a strong presence for SPIRIT values in the workplace through branding of all accommodation.



Figure 5.1: Lancashire Place Accommodation.



- ❖ Implemented a range of reward and recognition schemes and channels such as:



- ✦ STARS (Say Thankyou And Reward Someone) which was designed and is used by staff to thank and recognise their colleagues on a daily basis. This initiative is linked to a monthly and quarterly recognition scheme which enables staff to be rewarded. Since its launch in November 2012, over **4000** STARS were sent by staff. There were **40** individual monthly winners and **ten** quarterly One Connect Limited STARS winners.



Figure: 5.3 Monthly STARS winners attend a presentation and receive their prizes.

- ✦ Launched a staff suggestion scheme Bright Ideas. Not only does Bright Ideas harness the ideas of staff to improve the service we provide to customers, but also recognises and rewards staff for their insight and enthusiasm. Since its launch, over **180** ideas were submitted by One Connect Limited staff with points awarded to staff for their suggestions. Ideas have included:

- Introduce paperless direct debits for customers who wish to set up an account over the phone, reducing time, money and our impact on the environment.
- Provide a ICT Tip of the Week on the intranet to educate people in the use of ICT and to encourage staff to use the Connect2ICT web pages for self-service.



4.12 The following actions are planned during 2013/2014:

- ✦ Develop the Staff Benefits available to our people. This currently includes; discounts at a range of retail outlets across Lancashire, discount on gym memberships and a salary payment scheme to purchase Apple Devices and Laptops.
- ✦ Promote health and wellbeing of staff through a commitment to work-life balance.

- ❖ Continue to consistently promote reward and recognition channels amongst managers and staff and monitor number of employees engaged in reward and recognition schemes.

❖ A Learning Culture

4.13 One Connect Limited believes that a learning culture enables employees to take responsibility for their own development. It helps people to understand their strengths and take a proactive approach to their own development. To support this during 2012/2013 we have:

- ❖ Launched a new Learning Management System, **Connect2Learn**, which has improved access to training, and courses and e-learning in line with the requirement of both our people and the business. We have provided a range of learning opportunities and consistently promote routes for learning amongst managers and staff.



Figure 4.2: Connect2Learn Screenshots.

- ❖ We have revised the Personal Development Review (PDR) documentation and provided training to managers who are responsible for conducting PDRs with staff and engaged with staff at all levels through PDRs, regular KITs, focus groups and regular communications to assess requirements.

4.14 The following actions are planned during 2013/2014 include:

- ❖ Monitoring of the number of new employees who have completed the online inductions and the number of staff engaged in learning opportunities.
- ❖ Evaluating the Personal Development Review process for effectiveness and implement recommendations for improvement.

- ❖ Ensuring a range of learning channels are provided to meet the needs of all staff and review the effectiveness of each learning channel.

❖ Engagement and Consultation

4.15 We ensure that people are valued, involved and informed through on-going development and management of communications and reward and recognition activities. To support this during 2012/2013 we have implemented a robust consultation framework for all our employees. This includes:

- ❖ ‘Ask the Director’ a channel which allows staff to develop two way instant communications with the Service Director.



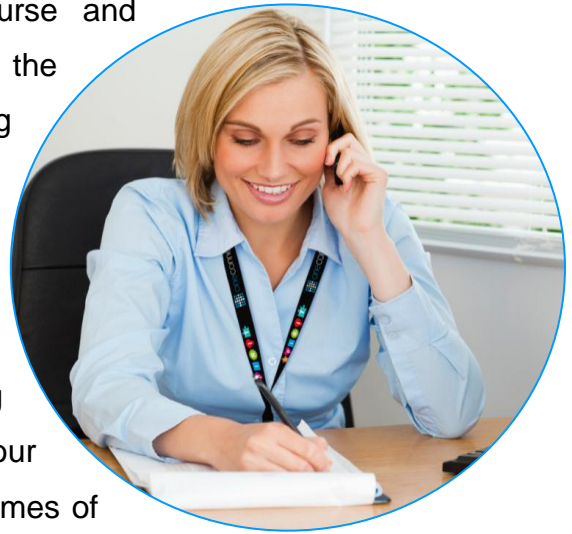
- ❖ Established annual Management Conferences sharing performance, issues and targets.

❖ Valuing Diversity

4.16 Equality and diversity is at the heart of everything we do; an all-embracing theme which touches each part of the Partnership (eg. Recruitment, how we work together and how we deal with customers). To support this during 2012/2013 we have worked towards a **‘Gold Standard’ for Commitment to Equality** to ensure that we embed good equality principles and practice into our business, as well as meeting our legal and contractual duties with regards to equality and diversity.

4.17 We will continue to monitor and review employee completion of the Diversity and Cultural Awareness e-Learning course and promote e-Learning courses using the corporate communications toolkit, engaging with staff and managers.

4.18 As the partnership continues to grow, our approach to People remains a key focus and is crucial to our success. During 2013/2014 we will continue to develop our approach to People through the seven themes of the Workforce Matters Strategy.



❖ **Quality**

4.19 We have made a commitment to place quality at the core of the business. The One Connect Limited Quality Framework is based on the implementation of a number of management systems across the organisation that enable us to work towards registration to a number of national and international standards, which provide a proven business improvement framework and a robust channel of support in achieving excellence.

4.20 The following Accreditations will be delivered:

❖ **Committed 2 Equality Diversity Assured**



4.21 Throughout 2012/2013 work was undertaken to prepare One Connect Limited for certification to Committed to Equality's 'Diversity Assured' Quality Mark; the national equality and diversity standard.. The C2E accreditation covers all strands of equality: age, disability, sex, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage and civil partnership, in line with the Equality Act 2010.

4.22 In May 2013, One Connect Limited achieved C2E's '**Gold Standard**' for its commitment to equality. The assessment process was comprehensive and included the completion of a self-assessment, supported by documented evidence, focus groups, individual interviews with the Assessor and the completion of a staff survey to evidence our equality programme and policies and to ensure that we have embedded good equality principles and practice into our business, as well as meeting our legal and contractual duties with regards to equality and diversity.

❖ **ISO 9001 Quality Management Standard**

4.23 ISO 9001 Quality Management Systems is the internationally recognised standard for the quality management of businesses. It focuses on processes which control the delivery of products and services and ensures that customer needs and expectations are met. It gives a clear demonstration of commitment to quality. Following on from the success of the ICT Service, which successfully achieved certification to the standard in June 2012, it is our aim for the Revenue and Benefit Service to be certified to ISO 9001 by March 2014. Other support services (eg. Human Resource and Payroll and Learning and Development) have ISO 9001 now.



❖ **OHSAS 18001 Occupational Health and Safety Management System**

4.24 **OHSAS 18001** is the intentionally recognised standard and the benchmark for Health and Safety Management System certification. Certification to this prestigious standard assures that robust health and safety policies, procedures and systems are in place; promotes a safe and healthy working environment by providing a framework that allows an organisation to consistently identify and control its health and safety risks; aids legislative and regulatory compliance and improves overall performance. One Connect Limited is currently working towards the standard and is currently implementing and embedding a health and safety management system. The assessment of the organisation against the requirements of the standard is due to take place on **27 – 30 August 2013**.

❖ **ISO 27001 ICT Information Security Systems**

4.25



ISO 27001

ISO 27001 aims to ensure that adequate controls are in place to address the confidentiality, integrity and availability of information.

The standard is designed to ensure the selection of adequate and proportionate security controls, which help the organisation to protect its information assets and gives confidence to any interested parties. As part of One Connect Limited's overall strategy to demonstrate a commitment to client security, and to ensure that security is embedded deep into the culture of the organisation, we are in the process of implementing an Information Security Management System that encompasses all of our ICT services, including hosting, maintenance and support for services delivers to all of our client base. It is envisaged that the ICT Service will be assessed against the requirements of this highly regarded standard by **December 2013**.

❖ **ISO 20000 IT Service Management Systems**

4.26 ISO 20000 is the first worldwide standard specifically aimed at IT Service Management. It describes an integrated set of IT service management system processes for the effective delivery of services to the business and its



ISO 20000
ITMS 538176

customers. It is aligned with, and complementary to, the process approach defined within the IT Infrastructure Library (ITIL) from The Office of Government Commerce (OGC). The ISO 20000

standard includes a requirement for suppliers to implement effective information security and service continuity plans and processes as part of a wider IT service management system and empowers the organisation to manage external suppliers more effectively. One Connect Limited is currently working towards the implementation of ISO 20000 and will seek accreditation by **December 2013**.

❖ **ISO 15489 Information and Documentation - Records Management**

4.27 The International Standard ISO 15489 assists organisations implement record



process controls to ensure the reliability, traceability, integrity and auditability of both paper and electronic records. Certification

helps ensure that records are properly managed and maintained; are easily accessible and correctly documented from their creation right through to ultimate disposal - be that archiving, imaging or destruction – and also ensures that disposal is carried out in a transparent manner according to pre-determined criteria. The Resolution Service is in the process of implementing ISO 15489, which is an extension to ISO 9001, and will seek certification to the standard in **December 2013**.

❖ **ISO 22301 Societal Security: Business Continuity Management Systems**

4.28 **ISO 22301** is the international standard for business continuity management



and identifies the fundamentals of a business continuity management system, establishing the process, principles and terminology of business continuity management. It provides a

basis for understanding, developing and implementing business continuity within the organisation and gives confidence in business-to-business and business-to customer dealings. It assures key stakeholders that the business is fully prepared, robust enough to be able to get up and running again quickly, or minimize disruption until normal service is resumed, and can meet internal, regulatory and customer requirements. One Connect Limited is investing time and effort into creating a robust approach to business continuity management, not just because it is an element within our corporate governance framework, but for the simple reason that it is sound business practice to have such a plan. One Connect Limited will seek certification to this highly regarded standard by **March 2014**.



Investors in People



4.29 Investors in People (IIP) specialises in transforming business performance through people. At the heart of Investors in People is the Standard, which is an 'outcome focused' framework of best practice, based on the three core principles of plan, do and review – which can be applied to any aspect of the business. It enables the organisation to identify its priorities and apply the framework towards meeting these specific objectives. Adopting the Investors in People framework will; help ensure that we are managing and investing in our people, improve employee engagement, now and in the long term; and improve service delivery and business performance. One Connect Limited will seek accreditation to the Standard in **March 2014**.



AGENDA ITEM: 8

CABINET: 18 June 2013

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE: 11 July 2013**

Report of: Transformation Manager

Relevant Managing Director: Managing Director (Transformation)

Relevant Portfolio Holder: Councillor I Grant

**Contact for further information: Helen Morrison (Extn. 5091)
(E-mail: helen.morrison@westlancs.gov.uk)**

SUBJECT: COMPLAINTS MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present data on complaints received by the Council from April 2012 to March 2013.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the complaints data for April 2012 to March 2013 be noted.

2.2 That the call in procedure is not appropriate for this item as the report is being submitted to the next meeting of the Corporate Overview and Scrutiny Committee on 11th July 2013.

3.0 RECOMMENDATION TO CORPORATE OVERVIEW & SCRUTINY COMMITTEE

3.1 That the report be noted.

4.0 BACKGROUND

- 4.1 Types, numbers and trends in complaints provide a valuable insight into the quality of services and can make a valuable contribution to improving them. In this respect they should also be considered alongside other information such as performance indicators and securing value for money.
- 4.2 In order to contextualise this report and particularly the number of complaints recorded, the reader's attention should be drawn to the vast number of interactions the Council has with its customers/stakeholders across all of its service areas in any one year. For example, within Customer Services alone, there are around 204,000 contacts made each year. As a further means of scale, Street Scene Services are responsible for carrying out 3,715,764 domestic refuse and recycling collections per annum. Further detailed information can also be found at 5.4 below. It should also be noted that consultation with residents reveals a positive level of satisfaction with the services the Council provides and this is also during times of higher levels of interaction with certain service areas and within the climate of rising customer expectations.
- 4.3 The Council has defined a complaint as being a written expression of dissatisfaction with the quality of a service provided by the Council. Or to put it another way, when someone claims the Council has:
- failed to do something they should have done;
 - done something badly or in the wrong way,
 - or the complainant feels they have been treated unfairly or discourteously

The complaints procedure is therefore not simply logging initial service requests, e.g. – for pest control, missed refuse collections, housing repairs etc.

- 4.4 The Customer Services team is responsible for managing overall co-ordination of the corporate complaints process.
- 4.5 If a complainant wishes to pursue an issue further after the Council's own internal procedures have been exhausted, this can be raised with either the Local Government Ombudsman or the Housing Ombudsman, depending on the nature of the complaint. The Ombudsman will then carry out their own investigations.

5.0 CURRENT POSITION

- 5.1 The principal purpose of monitoring and responding to complaints is always to improve services. On the occasions where the Council acknowledged service should have been better, the focus is on putting the matter right AND preventing any re-occurrence. Even in those instances where actions have been in line with policies and procedures trends are now further examined corporately with input from staff, in order to improve service delivery.
- 5.2 This report provides Members with an update of complaints received during 2012/13. Data on the number of complaints, received by each section during this period is set out in Appendix 1 to this report. The numbers recorded are all written expressions of dissatisfaction and are not necessarily substantiated.

5.3 The figures for 2012/13 show an increase of 15 in the number of complaints received, when compared with 2011/12, i.e. from 107 in 2011/12 to 122 in 2012/13. Following investigation, it was established that 61 of the 122 received were without merit i.e. the Council had complied with its own policies and procedures. Further details regarding the nature of the specific complaints are provided at Appendix 1.

5.4 Whilst the number of complaints received has increased slightly, these statistics should be put into perspective. As an example Street Scene Services received 16 complaints regarding refuse & recycling collections, although given that there are approximately 50,000 residential properties in the borough, this shows that 99.9% of residents are satisfied with the collection service. In relation to Planning services, 1148 applications were determined during this period and 14 complaints were received, which represents 1.21%. In 13 of these cases, it was found that correct procedures were followed.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

6.1 The information set out in this report aims to help the Council to improve service performance and helps to further improve good quality services that are easily accessible to all.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 There are no current financial or resource implications arising from this report. Improving service delivery will prevent any unnecessary additional expenditure associated with 'putting things right', particularly if the problem is a recurring one.

8.0 RISK ASSESSMENT

8.1 Monitoring and managing complaints identifies areas where improvement to services may be required to prevent re-occurrence and helps to prevent these issues being escalated to the Ombudsman.

9.0 CONCLUSIONS

9.1 The figures demonstrate that where there have been genuine complaints/issues these have been dealt with accordingly and wherever possible, improvements have been made to prevent re-occurrence. Regular meetings will continue to be held with service Complaints co-ordinators to help further ensure that additional improvements to service delivery are introduced wherever possible.

9.2 By taking complaints seriously the Council is ensuring that all genuine grievances are recognised and action taken to address the issue.

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

1. Complaints Received April 2012 to March 2013
2. Minute of Cabinet – 18 June 2013 (Corporate Overview and Scrutiny Committee only)

Appendix 1

<u>SERVICE</u>	<u>No. of Complaints 2008/09</u>	<u>No. of Complaints 2009/10</u>	<u>No. of Complaints 2010/11</u>	<u>No. of Complaints 2011/12</u>	<u>No. of Complaints 2012/13</u>	<u>Comments</u>
Transformation	3	2	1	4	5	<p>All 5 complaints received were regarding Customer Services; 4 regarding customers waiting times and 1 regarding the conduct of a member of staff. Were appropriate apologies/explanations were given. In relation to the complaint regarding the conduct of a member of staff, following investigation it was established that the member of staff had acted appropriately.</p> <p>The number of complaints received represents 0.002% of the total number of interactions this year with our customers.</p>
Planning Services Development Control Planning Policy	8	8	12	13	18 14 4	<p>In relation to Development Control 1148 planning applications were determined and 295 enforcement breaches were reported, the complaints received therefore represent 1.2%.</p> <p>In 13 of the 14 cases, correct procedures were followed. The remaining one was in relation to delay</p>

						<p>to a pre-app decision caused by staff absence which was unavoidable, however a refund was provided to the applicant.</p> <p>In relation to Planning Policy, there were 1335 representations made during consultations (preferred options); the complaints received, therefore represents 0.3%. All 4 cases involved public consultation where correct procedures were followed. Whilst figures have increased slightly during 2012/13, correct procedures were followed in all cases.</p>
Community Services	7	5	3	6	3	<p>Out of the 3 complaints received for Community Services in 2012/13, one was regarding Environmental Protection and two were regarding Technical Services. Correct procedures had been followed regarding all complaints. In comparison to the previous year, the number of complaints received has decreased by half.</p> <p>In relation to the complaint relating to Environmental Protection, the customer wasn't satisfied with the speed of our response to his initial complaint. Unfortunately, however,</p>

						<p>there wasn't a quick resolution to the problem, procedures set in place were adhered to and therefore this complaint was due to unrealistic customer expectation.</p> <p>In relation to Technical Services, one complaint was regarding lack of assistance from the Council in relation to provision of sandbags when a ditch flooded a Customer's property. An initial investigation was carried out and the matter was then referred to LCC Highways for further investigation in accordance with our normal policies and procedures in relation to land drainage. The other complaint was regarding the introduction of parking charges at Sandy Lane – this complaint is ongoing.</p> <p>Community Services received approximately 23,305 requests for service in 2012/13, therefore the number of complaints received should be taken into account in comparison with the number of customer interactions.</p>
One Connect Limited Revenues and Benefits	10	19	19	22	17	<p>In relation to customer contact, the Revenues and Benefits Service have:</p> <ul style="list-style-type: none"> dealt with 7,600 face to face customer interviews

						<ul style="list-style-type: none"> • handled over 30,000 inbound telephone calls • received and processed over 120,000 external documents • issued over 145,000 documents <p>Out of the 17 complaints received, it was established that:</p> <ul style="list-style-type: none"> • 6 were evidenced to have complied with existing policies and procedures • 9 resulted in written apologies issued to customers • 2 resulted in case records being amended due to further information being provided
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Housing & Regeneration	37	28	34*	50	60	The service has seen a small increase in complaints this year. It is encouraging that tenants feel able to give us feedback and let us know when they think we could do things better. In nine instances, we received feedback that highlighted areas where we can make improvements to service. It should also be noted that 80 customers expressed satisfaction with the service.
Property Services					30	Approximately 29,000 repair orders are issued each year. The 30 complaints equates to 0.1% of transactions. A tenant led group has been established to look at the quality aspect of the service.
Voids & Allocations					13	Last year the Council let approximately 760 properties and processed approximately 1800 housing applications. The complaints equate to 0.5% of recorded interactions. A feedback questionnaire is used to improve service and a group of “tenant inspectors” has been established to ensure that the letting standard is being achieved.
Rent & Money Advice					3	There are approximately 6200 tenancies. The complaints here relate

<p>Estate Management & Anti Social Behaviour</p> <p>Sheltered Housing</p>					<p>9</p> <p>5</p>	<p>to the speed at which credit balances are refunded. This will however be reviewed in the near future to see if the process can be improved.</p> <p>Estate Management and issues of ASB are always difficult to manage and in particular customer expectations. The 9 complaints represent approximately 0.1% of tenancies and are as a result of frustration with the situation.</p> <p>The complaints were in relation to a small number of issues with agency staff not being fully aware of procedures. These issues have now been resolved and the issue of agency staff stabilised.</p>
<p>Borough Solicitor</p>	<p>1</p>	<p>0</p>	<p>2</p>	<p>0</p>	<p>1</p>	<p>The complaint was in respect of a Housing Benefit overpayment which the Council sought to recover through the Courts, as regular instalment payments had not been made by the complainant. Although, as a result of Court action payment in full was eventually received, the complainant complained that the Council had acted unreasonably in pursuing the debt and had not stopped Court action promptly when payment had been made in full. The Council responded that Court</p>

						<p>action was not unreasonable and that proceedings were stopped as soon as the Council was able to confirm to the Court that the complainant's cheque had cleared in circumstances where an earlier cheque had bounced. The complainant complained to the Local Government Ombudsman. The Ombudsman found no evidence of fault, but recommended that the Council should look at its systems and procedures to ensure cleared cheques are noted on accounts as soon as possible, and as a result operational arrangements have been streamlined.</p>
<p>Borough Treasurer (Accounts, Treasury Management, Audit, Insurance)</p>					<p>0</p>	

<p>Street Scene</p> <p>Refuse/Recycling Cleansing Grounds Maintenance Civic (Bulky Refuse) Collection Service Abandoned Vehicles Medical Collections Highways (LCC) Fly Tipping Bonfire Removal Trade Waste</p>	4	3	5	11	<p>18</p> <p>16</p> <p>2</p>	<p>Street Scene experienced an increase of seven complaints compared to the previous year. However, the number of complaints received should be viewed in relation to the extent of the services provided –</p> <ul style="list-style-type: none"> • Weekly collection service to approximately fifty thousand properties. • manual and mechanical cleansing of 3 million metres of roadway and the 3.5 million square metres of hard landscaping • provision, maintenance and emptying of over 800 litter bins and over 250 dog waste bins • Respond to, collect and dispose of fly tip incidents from public land across the Borough <p>The increase mainly relates to customer dissatisfaction in the waiting time for a replacement container (box/bin). A new system for delivering containers has been devised and will be implemented in May.</p> <p>There has been a reduction in complaints regarding missed</p>
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						<p>collections for refuse/recycling and containers not being correctly returned to the customer's property.</p> <p>The other complaints relate to a variety of issues including weed and graffiti removal from private land, a full dog bin, and an overhanging branch.</p> <p>Out of the 18 complaints received, 4 were without merit.</p>
Total	71	65	76	107	122	

12. COMPLAINTS MONITORING

The Leader introduced the report of the Transformation Manager which presented data on complaints received by the Council from April 2012-March 2013.

In reaching the decision below, Cabinet considered the details set out in the report before it and accepted the reasons contained in it.

- RESOLVED: A. That the complaints data for April 2012 – March 2013 be noted.
- B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Corporate Overview and Scrutiny Committee.



AGENDA ITEM: 9

CABINET: 18 JUNE 2013

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE:
11 JULY 2013**

Report of: Transformation Manager

Relevant Head of Service: Managing Director (Transformation)

Relevant Portfolio Holder: Councillor D Westley

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

SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q4 2012/13)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 March 2013.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Council's performance against the indicator set for the quarter ended 31 March 2013 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report is being submitted to the next meeting of the Corporate & Environmental Overview & Scrutiny Committee on 11 July 2013.

3.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

3.1 That the Council's performance against the indicator set for the quarter ended 31 March 2013 be noted.

4.0 CURRENT POSITION

4.1 Members are referred to Appendix A of this report detailing the quarterly performance data for the Corporate Service Priorities.

4.2 Of the 32 indicators:

- 14 are on target
- 4 have data currently unavailable (*NI195a-d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)*)
- 6 indicators narrowly missed target; 7 were 5% or more off target
- 1 is data only.

As a general comparison, Q4 performance within the 2011/12 suite showed 17 indicators were on target.

4.3 Improvement plans are already in place for those indicators where performance falls short of the target by 5% or more for this quarter if such plans are able to influence outturn.

4.4 These plans provide the narrative behind the outturn and are provided in Appendices B1-B8. Where performance is below target for consecutive quarters, plans are revised only as required, as it is reasonable to assume that some remedial actions will take time to make an impact.

4.5 For those PIs that have flagged up as 'amber' (indicated as a triangle), an assessment has been made at head of service level based on the reasons for the underperformance and balancing the benefits of implementing an improvement plan versus resource implications. This is indicated in the table.

4.6 Although the purpose of this report is to comment on quarterly information, a brief reference on the draft annual performance is also given in Appendix A where available. Performance against the full corporate suite of indicators 2012/13 will be reported within the Business Plan Annual Report.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

5.1 The information set out in this report aims to help the Council improve service performance and is consistent with the Sustainable Community Strategy aim of providing good quality services that are easily accessible to all.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 There are no direct financial or resource implications arising from this report.

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 report. Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

8.0 CONCLUSIONS

8.1 The performance indicator data appended to this report details the council's current performance against the key performance indicators from the full suite of indicators for 2012/13 as agreed by Cabinet in March 2012. Indicators are aligned as appropriate to Corporate and Service Priorities contained in the Business Plan.

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

Appendix A – Quarterly Performance Indicators for Q4 January-March 2012/13

Appendix B – Current Improvement Plans

- B1: WL01 No. bins missed per 100,000 collections
- B2: NI 192 Percentage of household waste sent for reuse, recycling and composting
- B3: HS13-WL114 % LA properties with CP12 outstanding
- B4: TS24a-BV212 GN Average time taken to re-let local authority housing (days) – General Needs
- B5: TS24b-BV212 SP Average time taken to re-let local authority housing (days) – Supported Needs
- B6: BV12 Working Days Lost Due to Sickness Absence
- B7: WL19b(ii) % Direct Dial calls answered within 10 seconds
- B8: WL108 Average waiting time for callers to the contact centre (seconds)



Appendix C – Minute of Cabinet 18 June 2013 (Corporate and Environmental O&S only)

APPENDIX A: QUARTERLY PERFORMANCE INDICATORS



Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	14		Improved	8
	Warning (within 5%)	6		Worse	16
	Alert (by 5% or more)	7		No change	0
	Data only	1	/	Comparison not available	4
	Awaiting data	4		Awaiting data	4
N/A	Data not collected for quarter	0			
Total number of indicators		32			

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





PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
OCL-BV10 % of Non-domestic Rates Collected	99.05%	32.48%	60.38%	87.87%	95.97%	32.31%	61.41%	88.04%	95.4%	97.77%*	Performance impacted in Q4 by planned downtime following data migration to new core system. Recovery plans now in place. Issues discussed at monthly Quality of Service meetings. No improvement plan beyond detail above. Annual performance of 95.4% narrowly missed target of 97.77%		
OCL-BV9 % of Council Tax collected	98.19%	30.61%	58.35%	86.96%	98.06%	30.59%	58.07%	86.77%	96.4%	98.06%*	Performance impacted in Q4 by planned downtime following data migration to new core system. Recovery plans now in place. Issues discussed at monthly Quality of Service meetings. No improvement plan beyond detail above. Annual performance of 96.4% narrowly missed target of 98.06%		
















PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS1-BV66a % Rent collected (excluding arrears brought forward)	98.41%	97.95%	97.84%	98.34%	98.42%	98.02%	98.15%	98.63%	98.41%	98.41%	Annual performance of 98.41% met target of 98.41%.		

Focusing upon sustainable regeneration and growth within the Borough

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI151 Overall Employment Rate (working age)		76.0%	79.3%	75.9%	71.9%	73.0%	69.8%	70.9%	71.7%	74.4%	<p>Due to lag in information being released by ONS figure relates to Oct 2011-Sept 2012. Data collected quarterly and covers previous 12 months.</p> <p>The average in this period for all North West LA's is 70.5%¹ No improvement plan as data largely beyond control of Council.</p> <p>Annual performance of 71.7% missed target of 74.4%.</p>		

Caring for our Borough - delivering the small improvements that can make a big difference













PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL01 No. bins missed per 100,000 collections	46.61	65.31	147.93	68.38	44.94	49.96	63.36	65.40	87.09	81.64	<p>Annual performance of 65.94 bettered target of 81.64.</p> <p>Improvement plan attached as Appendix B1.</p>		
WL06 Average time taken to remove fly tips (days)	1.02	1.04	1.05	1.07	1.19	1.18	1.10	1.12	1.05	1.09	Annual performance of 1.13 narrowly missed target of 1.09.		



PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg)	120.58	120.78	125.26	123.97	124.36	121.91	122.3	131.59	116.8	123.48	Annual performance of 490.26 kg bettered target of 493.91 kg.		
NI 192 Percentage of household waste sent for reuse, recycling and composting	45.68%	52.49%	49.62%	44.65%	42.52%	51.48%	52.74%	44.17%	40.73%	47.58%	Traditionally Q1 and Q2 provide the highest composting figures. Annual performance of 47.75 % bettered target of 47.58%. Improvement plan attached as Appendix B2.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	2.33%	N/A	1.83%	.83%	2.17%	N/A	.33%	1.00%		1.61%	300 surveys are required for this data. Staff need to be trained to undertake the field work and the full number has not been completed due to a vacant post. The vacancy is currently being recruited to.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	5.31%	N/A	4.64%	13.43%	4.15%	N/A	6.49%	3.10%		7.33%	<i>As for NI195a</i>		
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	.00%	N/A	2.33%	.67%	.33%	N/A	.67%	.00%		1.11%	<i>As for NI195a</i>		
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0.00%	N/A	0.00%	0.00%	0.00%	N/A	0.00%	0.00%		0.00%	<i>As for NI195a</i>		

Combat crime and the fear of crime








PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,416	1,565	1,628	1,488	1,395	1,444	1,392	1,351	1,253	1,395	Annual performance of 5,440 bettered target of 6,076		







Improve housing and deliver housing that meets the needs of local people, including affordable housing







PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL24 % Building regulations applications determined within 5 weeks	77.60%	66.67%	75.74%	80.60%	87.18%	79.29%	79.51%	66.20%	73.33%	70.00%	Annual performance of 75.98% bettered target of 70%.		
NI 157a Processing of planning applications: Major applications	83.33%	28.57%	33.33%	61.54%	22.22%	55.56%	80.00%	33.33%	80.00%	65.00%	Annual performance of 60.61% missed target of 65%.		
NI 157b Processing of planning applications: Minor applications	84.00%	78.33%	76.47%	84.42%	85.46%	81.33%	82.09%	73.13%	75.86%	75.00%	Annual performance of 78.28% bettered target of 75%.		
NI 157c Processing of planning applications: Other applications	89.06%	92.16%	96.77%	93.13%	99.20%	92.53%	92.54%	91.78%	89.23%	85.00%	Annual performance of 91.10% bettered target of 85%.		
HS1-WL111 % Housing repairs completed in timescale	93.84%	85.51%	89.92%	95.79%	92.98%	94.62%	98.18%	98.66%	97.90%	95.00%	Annual performance of 97.34% bettered target of 95%.		
HS13-WL114 % LA properties with CP12 outstanding [Lower is Better]	0.17%	0.11%	0.04%	0.19%	0.07%	0.01%	0.09%	0.08%	0.11%	0%	Target based on legal requirement for all eligible properties to have certificate. Annual performance of 0.11% missed target of 0%. Improvement plan attached as Appendix B3.		

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS24a-BV212 GN Average time taken to re-let local authority housing (days) - GENERAL NEEDS	Not previously measured					21.32 ²	19.70 ²	21.75 ²	29.67	17.50	Performance over target due to measures introduced to control spending. Annual performance of 23.36 missed target of 17.5 days. Improvement plan attached as Appendix B4.	/	
TS24b-BV212 SP Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	Not previously measured					47.59 ²	73.29	167.57 ²	50.23	45.00	Performance over target due to measures introduced to control spending plus allocation of some long term voids has also skewed the figure. Annual performance of 77.9 missed target of 45 days. Improvement plan attached as Appendix B5.	/	


Operational

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
OCL-B1-NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.72	10.95	8.99	9.06	7.19	12.34	11.4	12.08	10.31	12.00*	Annual performance of 11.27 bettered target of 12 days.		
OCL-B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	N/A	N/A	£88,460.0	£127,047	£186,926	£48,269.0	£90,397.0	£130,250	£170,882	 *	Quarter outturn reported as data only. Annual performance of £170,882 bettered target of £170,000.		
OCL-R4 Sundry Debtors (cash collected and write offs)	N/A	1,236,117	2,615,231	3,817,022 ³	5,814,105 ³	1,134,242	2,718,863	4,031,803	5,675,860	5,768,616*	Senior Revenues and Benefits staff are working closely with WLBC Legal		

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											<p>Services to progress a number of long-standing, high-value, complex cases. Some of these cases have been delayed pending decisions on appropriate legal action by the Council.</p> <p>Figures for Q3/Q4 2011/12 restated following change in calculation method reflecting payment relationship with JVC.</p> <p>Issues discussed at monthly Quality of Service meetings. No improvement plan beyond detail above.</p> <p>Annual performance of 5,675,860 narrowly missed target of 5,768,616</p>		
OCL-ICT1 Severe Business Disruption (Priority 1)	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	100%	99%*	Annual performance of 100% bettered target of 99%	/	
OCL-ICT2 Minor Business Disruption (P3)	N/A	N/A	N/A	N/A	N/A	97%	98%	100%	100%	95%*	Annual performance of 99% bettered target of 95%	/	
BV12 Working Days Lost Due to Sickness Absence	2.53	1.97	2.24	2.28	1.90	2.26	2.42	2.14 ²	2.31	2.02	<p>Figures from October 2012 onwards do not include staff seconded to OCL.</p> <p>Annual performance of 9.14 missed target of 8.08 days.</p> <p>Improvement plan attached as Appendix B6.</p>		
BV8 % invoices paid on	97.45%	95.72%	97.47%	98.20%	97.84%				97.82%	98.24%	Annual performance of		

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
time						97.46%	96.98%	96.71%			97.22% narrowly missed target of 98.24%		
WL19b(ii) % Direct Dial calls answered within 10 seconds	82.36	81.62	81.53	82.49	83.17	79.2	78.49	78.38	79.47	82.21	The facility to log data from OCL seconded staff is currently unavailable. Figures for 2012-13 do not include these staff to allow for in-year comparison. Annual performance of 78.91% narrowly missed target of 82.21% (does not include OCL seconded staff). Improvement plan attached as Appendix B7.		
WL90 % of Contact Centre calls answered	69.8%	91.9%	92.0%	90.9%	87.8%	84.7%	85.7%	88.8%	89.9%	90.6%	Annual performance of 87.2% narrowly missed target of 90.6% Head of Service's amber assessment: improvement plan not required.		
WL108 Average waiting time for callers to the contact centre (seconds)	148.00	19.00	21.00	19.00	46.00	38.00	46.00	26.00	36.00	26.25	Annual performance of 36.5s missed target of 26.25s Improvement plan attached as Appendix B8.		

Provide opportunities for leisure and culture that together with other council services contribute to healthier communities

PI Code & Short Name	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Current Target	Comments	Q4 12/13 vs Q4 11/12	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL18 Use of leisure and cultural facilities (swims and visits)	318,935	284,845	287,724	268,446	341,024	296,315	280,865	241,569	321,278	295,510	Figures from Q3 reflect the closure of Skelmersdale Sports Centre. Annual performance of 1,140,027 narrowly missed target of 1,182,039.	↓	

Notes: *Managed through One Connect Limited contract. Contractual targets are annual and set via SLA. Quarter targets are provided as a gauge for performance but are not contractual; "NI" and "BV" coding retained for consistency/comparison although national reporting no longer applies;
¹ Data taken from LG Inform; ² Restated.

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL01: missed bins per 100,000 collections
Reasons for not meeting target	
<p>During this period the section encountered mechanical/electrical problems associated with the age and condition of several refuse collection vehicles. Such instances had a detrimental impact upon the completion of collection rounds and resulted in the schedule being completed the following day.</p>	
Brief Description of Proposed Remedial Action	
<p>It is anticipated that as the new collection vehicles come into service this will result in a reduction in vehicle downtime. This assists in reducing the number of missed collections. Weekly performance monitoring will continue.</p>	
Resource Implications	
None	
Priority	
High	
Future Targets	
Continue with existing performance target .	
Action Plan	
Tasks to be undertaken	Completion Date
Weekly performance monitoring	September 2013

PERFORMANCE IMPROVEMENT PLAN	
Indicator	NI 192 Percentage of Household Waste sent for reuse, recycling and composting.
Reasons for not meeting target	
<p>In quarter four there was an increase in residual waste collected and a reduction in compost material (green waste). This has resulted in a drop in the recycling rate for the quarter.</p> <p>Weather conditions during the quarter also influences the quantity of green waste presented for collection.</p>	
Brief Description of Proposed Remedial Action	
Options for increasing the tonnage of recyclable/compost material are limited as we are subject to collecting what is presented.	
Resource Implications	
None	
Priority	
Low	
Future Targets	
Continue with existing performance target.	
Action Plan	
Tasks to be undertaken	Completion Date
Monitor monthly tonnage figures	September 2013

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL114: % LA properties with CP12 outstanding
Reasons for not meeting target Properties requiring a gas certificate alter on a daily basis and are monitored weekly at service management team level. A very small number of tenants still refuse to give access.	
Brief Description of Proposed Remedial Action We continually work to reduce the number of properties that do not have a current CP12, this is monitored weekly at the service management team. We will continue to work with our contractor to reduce the number of properties without a current CP12 and cater for individual tenant needs. In addition we continue to maximise publicity utilising our own newsletters / leaflets and the local media emphasising the importance of allowing access and publicising evictions. We will continue to fit gas restriction devices on properties with a history of repeat “no access”, this device restricts the delivery of gas to the boiler which will prompt the tenant to phone us for access.	
Resource Implications A small cost is associated with fitting gas restriction devices, which is met from existing budgets.	
Priority High	
Future Targets No change	
Action Plan	
Tasks to be undertaken As outlined above	Completion Date On-Going

PERFORMANCE IMPROVEMENT PLAN	
Indicator	TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS
Reasons for not meeting target	
Performance has been above target due to delays in advertising properties whilst awaiting cost of repair work. This measure was introduced to control spending in 2012/13 which has resulted in a backlog.	
Brief Description of Proposed Remedial Action	
Increased turnaround times have been an inevitable result of measures taken to reduce projected overspend in 2012/13, and therefore will be a constraint in this financial year.	
Void properties placed on hold over the last few months due to budgetary pressures, have now started to be released for letting. This will be done on a phased basis in liaison with the Council's maintenance contractors. It is important to note however that the release of long term voids will result in an increase in void turnaround times when the properties are subsequently let and will impact on performance in 2013/14.	
Resource Implications	
None	
Priority	
Low	
Future Targets <i>(these will not be changed mid-year)</i>	
Action Plan	
Ensure that all new voids are relet within target.	June 2013
Work towards advertising all properties as soon as notice is received from outgoing tenant.	June 2013
Work with contractors to minimise delays with kitchen refurbishment works.	Ongoing
Release all voids on hold, where it is economically viable to do so.	Aug 2013

PERFORMANCE IMPROVEMENT PLAN	
Indicator	TS24b - Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
Reasons for not meeting target – Several long term voids have been relet during the quarter which results in average number of day being skewed.	
Brief Description of Proposed Remedial Action Options Appraisals of two sheltered schemes have now been commissioned. All investment in Category II sheltered schemes will be considered in light of the councils Asset Management Plan.	
Resource Implications None	
Priority Medium	
Future Targets <i>(these will not be changed mid-year)</i>	
Action Plan	
Tasks to be undertaken	Task Completion Date
<ul style="list-style-type: none"> ▪ Options Appraisals ▪ Asset Management Planning 	Ongoing Ongoing

PERFORMANCE IMPROVEMENT PLAN					
Indicator	BVPI 12 Sickness Absence				
<p>Reasons for not meeting target The Council's target for 2012/13 is to achieve (not more than) 8.08 working days lost per employee, measured on a rolling 12 month basis. Sickness increased from 8.39 days in 2011/12 to 9.14 days in 2012/13.</p> <p>Members may be aware that the HR team has been under resourced for a period of approximately 12 months now due to several changes in personnel, together with unavoidable long term sickness of two members of staff.</p> <p>In addition, the team has played a vital and fundamental role in successfully implementing the new Payroll arrangements with Wigan Council and clearly this has had a major impact upon other areas of service delivery, given the need to secure alternative arrangements due to the previous Payroll system effectively coming to the end of its life.</p> <p>The revised calculations in respect of sickness levels have been calibrated and represent the attendance figures excluding secondees to One Connect Limited.</p>					
<p>Brief Description of Proposed Remedial Action</p> <ul style="list-style-type: none"> • The HR team will focus on providing improved management information which will assist managers to effectively identify all short term cases of sickness absence which have exceeded the agreed 'trigger' levels and all on-going long term cases of sickness absence. • The HR team will return to full complement in June and this will help address the issue. • HR will continue to meet with individual Heads of Service to provide advice and support to ensure managers have the continued skills and confidence to address absence issues appropriately. • The revised Management of Sickness Absence Policy was implemented in January 2012. A review of the effectiveness of the Policy is ongoing which will result in improved guidance for managers. 					
<p>Resource Implications</p> <p>Timely interventions and practical support will continue to be needed from managers, which can make a real positive difference to attendance levels.</p> <p>The HR team will provide support and guidance to managers on the implementation of the revised policy.</p>					
<p>Priority High</p>					
<p>Future Targets Continue with existing target.</p>					
<p>Action Plan</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Tasks to be undertaken</th> <th>Completion Date</th> </tr> </thead> <tbody> <tr> <td>See proposed remedial action (above)</td> <td>Ongoing with sickness absence levels continuing to be reported on a monthly basis</td> </tr> </tbody> </table>		Tasks to be undertaken	Completion Date	See proposed remedial action (above)	Ongoing with sickness absence levels continuing to be reported on a monthly basis
Tasks to be undertaken	Completion Date				
See proposed remedial action (above)	Ongoing with sickness absence levels continuing to be reported on a monthly basis				

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL19b(ii) % Direct dial calls answered within 10 seconds
Reasons for not meeting target	
Performance dipped in the first three quarters of last year, however it improved during the last quarter and is slightly higher than at the start of the last financial year.	
Brief Description of Proposed Remedial Action	
<p>A number of actions have been/continue to be put in place in order to improve performance.</p> <ol style="list-style-type: none"> 1. Detailed monthly monitoring reports are issued to each Head of Service to enable them and their managers to scrutinise individual section/officer performance. 2. A further data cleansing exercise is to be carried out in order to remove extensions which should not be included in the reports, for example fax machines, redundant extensions etc. This also ensures accuracy of information in line with data quality. . 3. Managers to further consider the use of Voicemail for those officers who spend time away from the office and whose telephone performance is giving cause for concern as a result of this. 	
Resource Implications	
None	
Priority	
High	
Future Targets	
<i>There are no proposals to change the targets at this stage.</i>	
Action Plan	
Tasks to be undertaken	Completion Date
See above remedial action	Ongoing as part of performance monitoring and good practice

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL108 Average waiting time for callers to the Contact Centre (seconds)
Reasons for not meeting target	
<ul style="list-style-type: none"> • Resource issues within Customer Services • Increase in call volume in the lead up to the introduction of Welfare Reform 	
Brief Description of Proposed Remedial Action	
<ul style="list-style-type: none"> • Recruitment of additional staff in line with the vacancy approval process. • Monitoring call volumes and working with our partners OCL to improve service delivery. 	
Resource Implications Additional resources met from within existing budgets	
Priority High	
Future Targets The outturn for 2012/13 is 36.5 seconds, however the previous target of 26.25 will remain for 2013/14.	
Action Plan	
Tasks to be undertaken	Task Completion Date
<ul style="list-style-type: none"> ▪ See above comments. 	Recruitment process commenced and ongoing.

14. QUARTERLY PERFORMANCE INDICATORS (Q4 2012-2013)

Councillor Westley introduced the report of the Transformation Manager which presented performance monitoring data for the quarter ended 31 March 2013.

The Transformation Manager circulated copies of a revised report.

In reaching the decision below, Cabinet considered the revised report and the details set out in the report before it and accepted the reasons contained therein.

- RESOLVED: A. That the Council's performance against the indicator set for the quarter ended 31 March 2013 be noted.
- B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Corporate and Environmental Overview and Scrutiny Committee on 11 July 2013.



AGENDA ITEM: 10

**CORPORATE AND
ENVIRONMENTAL OVERVIEW &
SCRUTINY COMMITTEE:
11 July 2013**

Report of: Borough Solicitor

Relevant Managing Director: Managing Director (People and Places)

**Contact for further information: Mrs C A Jackson (Extn.5016)
(E-mail: cathryn.jackson@westlancs.gov.uk)**

**SUBJECT: REVIEW TOPIC FOR 2013/14 AND CONFIRMATION OF WORK
PROGRAMME**

Wards affected: Borough wide.

1.0 PURPOSE OF THE REPORT

1.1 To enable Members to determine whether it wishes to undertake one in-depth review (or otherwise) as part of the Committee's Work Programme, in 2013/14, having considered the outcome of the Topic Scoring Exercise undertaken by the Assistant Director Community Services in consultation with the Chairman, Vice Chairman and Labour Group Spokesperson.

2.0 RECOMMENDATIONS

2.1 That the Summary of the Outcome of the Topic Scoring Exercise (Appendix A) be noted.

2.2 That the actions recommended, in relation to the topics referenced (b) to (e) of Appendix A, be endorsed.

2.3 That, in relation to the topics referenced (a), (f) and (g) of Appendix A, namely 'Approach to the Eradication of Non-Native Species of Weeds in our Hedgerows and Riverbanks; 'The Night-time Economy' and 'Health Provision Changes – Local Role & Responsibilities', these be included in the Work Programme 2013/14 of the Committee as one-off items and that arrangements be put in place for internal and external contributors, as appropriate, to attend a meeting of the Committee during 2013/14.

2.4 That an in-depth review is not undertaken in 2013/14.

- 2.5 That if the recommendations set out above are agreed that the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee 2013/14 be amended and the revised Work Programme be included on the Council's web-site.
- 2.6 That any ideas for longer in-depth study submitted during the course of the year be retained and considered for inclusion in a future work programme, subject to a satisfactory scoring outcome and resources.
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3.0 BACKGROUND

3.1 The Corporate and Environmental Overview and Scrutiny Committee establishes its own Work Programme annually. In relation to the Work Programme for the Committee it was agreed at the meeting held on 21 February 2013 that arrangements would be put in place to request items for the work programme for 2013/14:

- By inviting all Members and the DSH to submit topics.
- By inviting members of the public to submit topics via a press release and the inclusion of an article on the Council's web site.

3.2 At its meeting held on 21 February 2013 the Committee agreed that all potential topics received by the deadline would be published on the Council's web site for Members of the public to comment or make suggestions on any future topics and that following the deadline for receipt of potential topics the Lead Officer, in consultation with the Chairman, Vice-Chairman and Labour Spokesperson would score a number of potential topics put forward.

3.3 Further, following completion of the arrangements detailed above the Committee determine at this meeting whether it wishes to undertake an in-depth review as part of its Work Programme 2013/14.

4.0 CURRENT POSITION

4.4 The scoring exercise was subsequently undertaken on 20 June 2012 by the Chairman, Vice Chairman and Labour Group Spokesperson of this Committee and the following submitted topics were considered:

- Approach to the eradication of non native species of weeds in our hedgerows and riverbanks
- Dog Fouling in the Borough
- Student Accommodation/HMO's in Ormskirk
- The Night-time Economy
- Establishment of a Disabled Residents Services Commission
- Council Staffing Structure
- Health Provision Changes - Local role & responsibilities

4.5 To ensure that the topics scored were dealt with in a thorough and effective way the Lead Officer, in consultation with the Chairman, Vice Chairman and Labour

Group Spokesperson, were mindful of the Scrutiny Topic Selection Assessment shown on each Scrutiny Topic Assessment Template.

- 4.6 The Summary of Outcome – Topic Scoring Exercise (Appendix A), including the reasons and recommendations, sets out the overall results of the exercise.

5.0 PROPOSALS

- 5.0 The Committee has a robust agenda each meeting containing Members Items (CCfA), Members Update Items, performance management reports, including scrutiny of the Annual Reports of One Connect Ltd. and West Lancashire Community Leisure/Serco, as well as acting as the Council’s Crime and Disorder Committee. Therefore if the Committee recommends not to undertake an in-depth review, there remains a substantial work programme for its consideration.

- 5.2 That, in addition to the above, the topics namely ‘Approach to the Eradication of Non Native Species of Weeds in our Hedgerows and Riverbanks; ‘The Night-time Economy and Health Provision Changes - Local Role & Responsibilities be added to the Committee’s Work Programme as “one-off” items with presentations and attendance by internal and/or external contributors, as appropriate.

- 5.3 It is further proposed that if no topic is selected for in-depth review that the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee for 2013/14 be amended to reflect the agreed changes to its Work Programme and be included on the Council’s website.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 6.1 Enhanced overview and scrutiny arrangements can give a greater level of involvement for non-cabinet members in the decision making process.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 There are financial and resource implications in respect of officer and member time in dealing with the matters under the Work Programme and must be contained within existing resources.

8.0 RISK ASSESSMENT

- 8.1 The work of the Committee has to be balanced with other priorities and dealt with accordingly. Officers will advise the Committee on the capacity to support the Work Programme and will be as helpful as possible in trying to accommodate Members requests.

9.0 CONCLUSION

- 9.1 The topic selection process involves members applying their knowledge, experience and judgement throughout. Officers can support and advise members on topic selection having regard to the agreed criteria. It is for the Members of the Corporate and Environmental Overview and Scrutiny Committee to decide how they wish to proceed.

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 a direct impact on members of the public, employees, elected members and / or stakeholders. However, if a topic was selected for in-depth review it may have an impact on those groups and, if so, this will be assessed when the Project Plan is prepared.

Appendices

Appendix A – Summary Outcome – Topic Scoring Exercise

**CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE
SUMMARY OF OUTCOME – TOPIC SCORING EXERCISE**

Reject Topics - Score 1 - 4

Ref.	Source	Topic	Outcome
(a)	Councillor Mrs Baybutt	'Approach to the eradication of non native species of weeds in our hedgerows and riverbanks'	<p>Reject - It was understood that most hedgerows and river banks are in private ownership and therefore outside the Council's control and a review would not affect a great deal of value to the Council or the public as a whole. However, it was felt that a presentation on the subject to give a clearer understanding of current thinking and responsibilities could be beneficial and assist Members with queries from residents.</p> <p>Recommendation: That the Assistant Director Planning be asked to recommend someone to come along to a future meeting to speak to Members on this subject.</p>
(b)	Councillor Ms Melling	'Dog Fouling in the Borough'	<p>Reject – It was understood that this was already being addressed through Council processes and therefore no potential benefits are likely to result from an in-depth review. However, Members could benefit from up-to-date information.</p> <p>Recommendation: - That the Assistant Director Community Services be asked to produce an Article for inclusion in the Members Update.</p>

Ref No.	Source	Topic	Outcome
(c)	Councillor Mrs Hopley	'Student Accommodation/HMOs in Ormskirk'	<p>Reject – Although there may be some evidence that linked the topic to the Council's key aims and priorities, these were only indirectly. Therefore it was felt that an in-depth review may not affect a great deal at this time.</p> <p>(Note: The joint Forum 'Edge Hill University /West Borough Council Forum' also provides an opportunity to raise issues on the impact of the University on the town (Ormskirk) and surrounds and other mutual interests through the Council's representatives on that body.)</p>
(d)	<i>(A member of the public)</i>	'Establishment of a Disabled Residents' Services Commission'	<p>Reject - It was noted that the interests of special groups are already addressed through existing mechanisms including a consultation protocol that includes a number of interested groups and that disabled residents will potentially be in receipt of a number of services which are not necessarily addressed by the Borough Council but managed at County Council level. Additionally, it was understood that a review in respect of Equalities and the Equality Health Check generally is currently taking place across the Council and a report will come back on its findings.</p> <p>Recommendation: That, with the permission of the resident who had put forward the request, that the details he provided be passed to the County Council's Equality and Cohesions Team where it may be of more value, as this may be something that could be taken forward at a County-wide level or addressed through Pan Lancashire arrangements.</p>

Ref No.	Source	Topic	Outcome
(e)	Councillor Dereli	'Council Staff Structure'	<p>Reject. It was considered that through Organisational Re-engineering and other systems, including scrutiny of performance indicators, there were already systems in place and, at this time, an in-depth review would not affect a great deal.</p> <p>Recommendation: Continue the use of existing mechanisms including scrutiny of PIs and the Members Items procedure, to raise issues.</p>

Possible Topics – 5 – 6

Ref No.	Source	Topic	Outcome
(f)	Councillor Bailey	'The Night-Time Economy'	<p>Score – Possible Topic. Although there was good evidence to link the topic to the Council's key aims and priorities it was difficult to determine whether a longer in-depth review would achieve benefits for the people of West Lancashire and the lines of the enquiry would need to be clearly identified. Rather than undertake a longer in-depth study it was felt that a by conducting a one meeting study through contributions from internal/external representatives Members could gain a clearer understanding of their roles and the part they play in and affecting the Night-Time Economy.</p> <p>Recommendation: That the Assistant Director Community Services provide assistance in relation to attendance by representatives who are involved with this activity to a future meeting of the Committee.</p>

Ref No.	Source	Topic	Outcome
(g)	Councillor Ashcroft	'Health Provision Changes – Local Role & Responsibilities'	<p>Score – Possible Topic. Although there was good evidence linking the topic to the Council's key aims and priorities it was felt that it was a bit premature to conduct an in-depth scrutiny review on the new Health Provision Changes until they had embedded in. However, it was acknowledged that, although presentations on aspects of the changes to CCGs, scrutiny etc. had already taken place across the County, it would be beneficial to hear and speak to health professionals to gain a clearer understanding of how the changes may impact locally. This could be undertaken as a one-off item.</p> <p>Recommendation: That the Assistant Director Community Services provide assistance in arranging for appropriate experts to come along to a future meeting of the Committee.</p>

Priority Topics 7- 8

No priority topics for in-depth study were identified.