

**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

	<b>General</b>		
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 <b>because</b> it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> 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 a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> 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.

**PRESENT:**

Councillors: R Bailey (Chairman)

Ashcroft	Fillis
Mrs Blake	G Hodson
Mrs Baybutt	J Hodson
Delaney	McKay
Dereli	Mrs Marshall
Devine	Mee
Mrs C Evans	Ms Melling
Mrs R Evans	Wright

Officers: Assistant Director Community Services (Mr D Tilleray)  
Technical Services Manager (Mr C Brady)  
Partnership and Performance Officer (Ms A Grimes)  
Senior Planning Officer – Housing and Regeneration (Mr D Carr)  
Assistant Solicitor (Mrs T Sparrow)  
Principal Overview and Scrutiny Officer (Mrs C A Jackson)

**36. APOLOGIES**

Apologies for absence were submitted on behalf of Councillor L Hodson.

**37. MEMBERSHIP OF THE COMMITTEE**

There were no changes to membership of the Committee.

**38. URGENT BUSINESS**

There were no items of urgent business.

**39. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**40. DECLARATIONS OF PARTY WHIP**

There were no declarations of a Party Whip.

**41. MINUTES**

An update was provided on the following item which had been raised at the last meeting of the Committee held on 4 December 2014, in relation to:

Minute 32 West Lancashire Leisure (WLCL) Serco Annual Report – Leisure Provision – changes effected by Serco divestment in Leisure (timescales; service provision). Further details will be reported, when known.

RESOLVED: That the minutes of the Corporate and Environmental Overview and Scrutiny Committee held on 4 December 2014, be received as a correct record and signed by the Chairman.

**42. QUARTERLY PERFORMANCE INDICATORS Q2 2014-5**

Consideration was given to the report of the Transformation Manager, as contained on pages 229 to 245 of the Book of Reports, which detailed performing monitoring data for the quarter ended 30 September 2014. The report had previously been considered by Cabinet at its meeting on 13 January 2015.

In discussion Members raised questions and comments in respect of the following:

- NI 157b & NI 157c (Processing of planning applications: Minor applications and Other Applications) – reasons related to not meeting target (staffing resource); effect of OR Planning review; impact on planning projects coming forward.

Following discussion on these PIs it was agreed that a representative from the Planning Service be invited to attend a future meeting of the Committee to explain the PIs highlighted in the context of the completed OR Planning Review.

RESOLVED: A That the Assistant Director Planning, or his representative, be requested to attend a future meeting of the Committee to discuss further the reasons, particularly related to staff resource, identified in the Performance Improvement Plan of PIs NI 157b & NI 157c, in the context of the OR Planning Review.

B. That the Council's performance against the indicator set for the quarter ended 30 September 2014 be noted.

**43. QUARTERLY PERFORMANCE INDICATORS Q3 2014-15**

Consideration was given to the report of the Transformation Manager which detailed performing monitoring data for the quarter ended 31 December 2014, as contained on pages 247 to 264 of the Book of Reports and also page 277 (Appendix B9). The report was scheduled to be considered by Cabinet at its meeting on 17 March 2015.

The Policy and Performance Officer attended the meeting and updated Members on Appendix B9, as circulated and provided details of the amendments at paragraph 4.2 of the report to read:

“4.2 Of the 35 indicators reported quarterly:

- “19 met or exceeded target
- 5 indicators narrowly missed target; 9 were 5% or more off target
- 2 indicators have data unavailable at the time of the report (*NI 191: Residual household waste per household; NI 192: % household waste sent for reuse, recycling & composting*)

As a general comparison, Q3 performance from 2013/14 suite gave 16 (from 31) indicators on or above target. “

In discussion Members raised questions and comments in respect of the following:

- TS1 (Rent Collected as a % of rent owed (excluding arrears b/f) - clarification relating to the “successful bid to DWP for additional staffing resources to support UC.”
- WL114 (% LA properties with CP12 outstanding) – processes to ensure compliance; assistance available to ensure mandatory compliance; any additional procedures (for example, through Central Government) that might be available. .

In relation to the discussion on PI TS1, it was agreed that the additional questions, as noted, raised in respect of the extra resource from DWP and the conditions related to the temporary additional support, as referred to at bullet point 7 in the Performance Improvement Plan (Appendix B5), be passed to the Assistant Director for clarification and response.

In relation to the discussion on PI WL114, the Assistant Solicitor, who attended the meeting, responded to questions and explained in her response the procedure that had to be complied with in respect of the points raised. Further, she made an undertaking to circulate additional information on the procedure and processes the Council employs relating to the legal requirement in dealing with these matters.

RESOLVED: A That clarification, in relation to PI TS1, bullet point 7 (Appendix B5), be sought from the Assistant Director Housing and Regeneration and the response provided be circulated to all Members of the Committee.

B That the Council’s performance against the indicator set for the quarter ended 31 December 2014 be noted.

#### **44. A MARKET TOWN STRATEGY FOR ORMSKIRK REVIEW**

The following items, as part of this review, were considered.

**45. 'THE MARKET'**

'The Market' Workshop – 20 January 2015

Consideration was given to the notes and feedback from the Workshop held on 20 January 2015. The Chairman thanked everyone who had attended and made reference to details in the notes that would also assist in the compilation of the final report of the Review.

It was reported that the improvement works to Moor Street, being undertaken by Lancashire County Council, had commenced and that part of the Market had been relocated to the Bus Station Car Park for the duration.

Ormskirk Town Centre Strategy

The Senior Planning Officer – Housing and Regeneration (Mr D Carr) provided an update on the consultation, currently taking place, on the draft Ormskirk Town Centre Strategy 2015 and copies of the consultation questionnaire were made available at the meeting.

The presentation included reference to:

- Length of the consultation – Three months, concluding on 14 April 2015.
- Comprehensive consultation being undertaken – including a series of 6 exhibitions (at Edge Hill University, Chapel Gallery, Ormskirk Library and Morrisons); the distribution of letters to every business in the town centre and the strategy and electronic surveys available on-line; papers surveys and other promotional material; press release and the features in the economic newsletter and Lancashire Life.
- Consultation with organisations including Love Ormskirk, Ormskirk Community Partnership; Key Landowners; Edge Hill University; Lancashire County Council (LCC), Parish Church, Market Traders, representatives from Business in the Community West Lancashire College, West Lancashire College.

It was stated that, although in the early part of the process, over 50 responses, electronic and paper, had been received. At the conclusion of the consultation process a report outlining the responses received with appropriate responses would be produced.

In discussion questions and comments were raised in relation to:

- Involvement with Liverpool City Port – exploring the potential of the Borough to a wider audience (for example cruise liner passengers).
- Advertising the importance of local historical connections to the wider history of England and the rich heritage of the Borough.
- Promoting Ormskirk as a tourist destination - exploring its future potential.

- RESOLVED:
- A That the feedback and Notes of the Workshop on ‘The Market’ held on 20 January 2015 and conclusion therein, be noted.
  - B That the presentation on the Ormskirk Town Centre Strategy consultation, be noted.

**46. PROJECT PLAN**

The Project Plan was reviewed and the next steps of the review confirmed.

- RESOLVED:
- A That in relation to the next steps of the Review the proposals for the next meeting (July 2015) be noted.
  - B That the Project Plan be amended so that consideration of ‘Technology and Marketing (including Tourism) is undertaken at meeting 6 (October 2015) and ‘Leisure and the Night-time Economy’ at meeting 7 (December 2015).

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Chairman





**PRESENT:** Councillor Mrs Blake (Chairman)

Councillors: S Bailey (Vice Chairman)  
Dowling  
Mrs R Evans

Officers: Principal Overview & Scrutiny Officer (Mrs C A Jackson)  
Member Services Officer (Mrs J Brown)

**10. APOLOGIES**

Apologies for absence were received from Councillors L Hodson and Pye.

**11. SUBSTITUTIONS (IF ANY)**

There were no substitutions.

**12. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**13. MINUTES**

RESOLVED: That the Minutes of the meeting held on Thursday 18 September 2014 be noted.

**14. REQUIRED TRAINING FOR MEMBERS**

Members considered a Briefing Note, as set down at pages 39 to 40 of the Book of Reports, prepared by the Borough Solicitor to support the discussion on essential / required training for Councillors and how this might be achieved.

The Principal Overview & Scrutiny Officer outlined the Briefing Note and provided clarification on issues raised.

In discussion Members agreed they were happy with the list of training put forward, especially proposals in relation to Licensing and Planning training but asked that these sessions also be open to all Councillors. It was agreed that 'Charing Skills' should be added to the list of essential training, particularly for Councillors taking on 'chairs' of Committee meeting roles, making reference to the benefits of recent training undertaken by some Members on the subject.

Members also discussed methods of training and supported the approach relating to the signing-off of the reading of training packs as well as the traditional seminar/workshop training and training via the intranet or on-line that would allow flexibility for Members and the generation of records.

RESOLVED: A. That the following list be endorsed as essential / required for Councillors:

- Induction for new Councillors
- Licensing (for Licensing Committee Members)
- Planning (for Planning Committee Members)
- Code of Conduct
- Health & Safety (Corporate)
- Data Protection
- Human Rights
- Best Value
- Equality & Diversity (Public Sector Equality Duty (PSED))
- Chairing Skills (for Councillors taking on this role)

to be achieved by seminar/workshop sessions, the signing - off of the reading of training packs and the use of on-line training, where appropriate.

- B. That the Managing Directors be asked to discuss the appropriate approach with the Leader of the Council and Leader of the Opposition taking into account the views expressed by the Commission.
- C. That, additionally, essential / required training arranged for Licensing / Planning Committee Members and on 'Chairing Skills', be open to all Councillors where possible.

#### **15. MEMBER TRAINING - SUMMARY OF EVENTS HELD SEPTEMBER 2014 TO PRESENT**

Members considered the report of the Borough Solicitor as contained on pages 31 to 36 of the Book of Reports, which provided an update on Member training undertaken since September 2014.

Members noted the various training that had been undertaken and provided feedback on them.

RESOLVED: That the update be noted.

#### **16. FEEDBACK FROM MEMBER DEVELOPMENT REPRESENTATIVES**

Members gave positive feedback regarding the 'Chairing Skills' training that had taken place on 10 February 2015 and commented on the quality and usefulness of that training that had resulted in its recommendation as essential / required training, as referred to at Minute 14 above.

RESOLVED: That the feedback be noted.

**17. WORK PROGRAMME 2015/2016**

Members considered the Work Programme as circulated on page 37 of the Book of Reports.

RESOLVED: That the Work Programme and proposed Commission meeting dates, 24 September 2015 and 17 March 2016, be noted.

**18. DATE AND TIME OF NEXT MEETING**

The date of the next meeting was agreed.

RESOLVED: That the next meeting of the Member Development Commission be held on 24 September 2015.





**AGENDA ITEM: 8**

**CORPORATE AND  
ENVIRONMENTAL OVERVIEW &  
SCRUTINY COMMITTEE:  
9 July 2015**

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**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](mailto:cathryn.jackson@westlancs.gov.uk))**

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**SUBJECT: CONFIRMATION OF WORK PROGRAMME 2015/16**

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Wards affected: Borough wide.

**1.0 PURPOSE OF THE REPORT**

1.1 To consider the Work Programme for the Committee for 2015/16.

**2.0 RECOMMENDATIONS**

- 2.1 That the decision of Council to establish a 'Public Involvement at Meetings Working Group', as part of the Work Programme of this Committee and the terms of reference, both set out in the appendix to this report, be agreed.
- 2.2 That the Work Programme for the Committee 2015/16 as set out below, subject to any amendments agreed by the Committee, be confirmed and included on the Council's web-site.

**'Corporate and Environmental Overview and Scrutiny Committee**

The Committee conducts in depth reviews/policy development as set out in its work programme.

In 2015/16 the Committee will be continue its review on 'A Market Town Strategy for Ormskirk Town Centre.'

The Committee considers as part of its routine work:

- Items referred from "Members Update" at the request of a Member
- Members items/Councillor Call for Action (CCfA)
- Performance management
- Acts as the Council's Crime and Disorder Committee

- Recommendations from previously conducted reviews

The Member Development Commission will continue its work during 2015/16 and the 'Public Involvement at Meetings Working Group' will commence its work.'

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### **3.0 BACKGROUND**

- 3.1 The Corporate and Environmental Overview and Scrutiny Committee establishes its own Work Programme annually. At its meeting on 16 July 2014 the Committee, following the results of the scoring exercise on submitted topics, agreed to undertake a review on the topic that had scored the highest namely 'A Market Strategy for Ormskirk Town Centre'. The title of the review was later revised to 'A Market Town Strategy for Ormskirk' and work has continued on this topic during 2014/15.
- 3.2 At its meeting on 19 February 2015 the Committee confirmed future steps in relation to the Review referred to at 3.1 above and amended its Project Plan accordingly. Additionally, in accordance with its timetable, an Interim Report on review work undertaken during 2014/15, be prepared and this is listed for consideration at this meeting.
- 3.3 At its meeting on 15 April 2015 Council agreed that this Committee be asked to establish a 'Public Involvement at Meetings Working Group'. Minute 113, attached as an appendix, provides details of that decision.

### **4.0 CURRENT POSITION**

- 4.1 The review 'A Market Town Strategy for Ormskirk' has progressed in accordance with its Project Plan and its 'themes', as part of this topic, are due to continue during 2015/16.

### **5.1 PROPOSALS**

- 5.2 That the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee 2015/16 as set out at 2.2 be confirmed and included on the Council's web-site.

### **6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

- 6.1 There are no negative sustainability impacts associated with the report and, in particular, no significant impact on crime and disorder. The report has links to cross cutting themes of the Sustainable Community Strategy in relation to its Work Programme that may lead to future improvements for the community through review work being undertaken and public participation at meetings.
- 6.2 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. There are also limitations to the scope of the review topic that can be undertaken and these must be contained within existing resources.
- 7.2 A sum of £5000 has been provided by Council to facilitate officer and any specialist support to assist the 'Public Involvement at Meetings Workshop Group' work.

## **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 and will be as helpful as possible in trying to accommodate Members requests.

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### **Background Documents**

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

### **Equality Impact Assessment**

The decision does not have any have any direct impact on members of the public, employees, elected members and / or stakeholders and therefore an EIA is not required. If, recommendations, if implemented, do come forward in the future, as result of the Committee's work programme, that had a direct impact on the groups referred to, an EIA would be undertaken as part of the process.

### **Appendix**

Minute of Council 15 April 2015

## MINUTE OF COUNCIL – 15 APRIL 2015

**113. PUBLIC INVOLVEMENT AT MEETINGS TASK & FINISH GROUP - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR PENDLETON ON BEHALF OF THE LABOUR GROUP**

The following Altered Motion was moved and seconded, with the consent of the meeting:

That this Council welcomes the success of public speaking at Planning Committee. Building on that success, the Corporate & Environmental Overview & Scrutiny Committee is asked to establish a 'Public Involvement at Meetings Working Group' consisting of 2 Conservative Members and 2 Labour Members, with the Chairman and Vice-Chairman being appointed at the Annual Council Meeting. The Working Group "To consider extending public involvement at meetings, to create an open, transparent and democratic Council", and report back on its findings and recommendations to Cabinet/Council as appropriate.

That the Borough Solicitor be asked to prepare an initial options report to be considered at the first meeting of the Public Involvement at Meetings Working Group in July 2015, in consultation with the Chairman, Vice-Chairman and Opposition Spokesperson of the Working Group.

That up to £5,000 from the Major Projects Reserve be approved for supporting the work of the Working Group.

A vote was taken, the Altered Motion was CARRIED.

- RESOLVED
- A. That this Council welcomes the success of public speaking at Planning Committee. Building on that success, the Corporate & Environmental Overview & Scrutiny Committee is asked to establish a 'Public Involvement at Meetings Working Group' consisting of 2 Conservative Members and 2 Labour Members, with the Chairman and Vice-Chairman being appointed at the Annual Council Meeting. The Working Group "To consider extending public involvement at meetings, to create an open, transparent and democratic Council", and report back on its findings and recommendations to Cabinet/Council as appropriate.
  - B. That the Borough Solicitor be asked to prepare an initial options report to be considered at the first meeting of the Public Involvement at Meetings Working Group in July 2015, in consultation with the Chairman, Vice-Chairman and Opposition Spokesperson of the Working Group.
  - C. That up to £5,000 from the Major Projects Reserve be approved for supporting the work of the Working Group.

(Note: This item was considered prior to agenda item 17(a) 'Public Question Time – Motion'.)





## **AGENDA ITEM: 9**

### **CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE**

**9th JULY 2015**

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**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)**

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**SUBJECT: BT LANCASHIRE SERVICES ANNUAL REVIEW 2014/15**

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#### **1.0 PURPOSE OF REPORT**

1.1 To consider the BT Lancashire Services Annual Review 2014/15 of services provided to West Lancashire Borough Council as part of the partnership agreement with Lancashire County Council.

#### **2.0 RECOMMENDATIONS**

2.1 That the BT Lancashire Services Annual Review 2014/15, 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 shared service arrangement with Lancashire County Council in July 2011 for the delivery of a Revenues & Benefits service and ICT service on behalf of WLBC. The arrangement makes significant savings for the Council. These services are delivered through BT Lancashire Services.

3.2 As required, BT Lancashire Services has carried out its annual review for the year-end which details performance and progress in respect of the financial year 2014/15.

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 article has no significant links with the Sustainable Community Strategy.

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

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

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#### **Background Documents**

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

#### **Equality Impact Assessment**

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

#### **Appendices**

Appendix A – BT Lancashire Services Annual Review 2014/15

# BT Lancashire Services

Annual Review  
West Lancashire Borough Council  
2014/2015

Reference: WLBC Annual Review  
Version: Final  
Date: June 2015  
Owner(s): John Unsworth/Mark Orford

<b>Contents</b>		<b>Page</b>
<b>1</b>	<b>Introduction</b>	<b>3</b>
<b>2</b>	<b>2014/2015 High Level Performance Review</b>	<b>5</b>
<b>3</b>	<b>2015/2016 Continuous Improvement &amp; Planned Developments</b>	<b>6</b>
<b>4</b>	<b>2014/2015 ICT Review</b>	<b>9</b>
<b>5</b>	<b>2014/2015 Revenues and Benefits Review</b>	<b>16</b>
<b>6</b>	<b>Quality</b>	<b>22</b>

## 1 Introduction

Welcome to the 2014/2015 Annual Review of the work of BT Lancashire Services (BTLS) on behalf of West Lancashire Borough Council (WLBC), for the delivery of both its Revenues and Benefits Service and ICT Service.

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 the strategic partnership with BT Lancashire Services.

The agreed business model continues to be based on ‘up front savings’ (of 15%) with no reduction in services. The cost of the ICT Service and the Revenue and Benefits Service in 2014/2015 was £3.154 million and for this period, direct savings to West Lancashire Borough Council amounted to £539,000. This is in addition to the agreement which also aims to deliver added value and investment (borne by the Partnership).

In summary the Contract in 2014/2015 has delivered to West Lancashire Borough Council:

- Direct savings of £539k.
- ICT/Revenue and Benefits investment of £607k – relating to the transfer and implementation of a new dedicated ICT system for the service.
- Combined ICT and Revenues and Benefits Added Value of £160k.

A high level summary of the financial benefits to West Lancashire Borough Council from the Partnership in its first four years, as at the 31 March 2015, is as follows:

Activity	2011/2012 (£k)	2012/2013 (£k)	2013/2014 (£k)	2014/2015 (£k)	Total to Date (£k)
Savings	266	522.0	530	<b>539</b>	<b>1,857</b>
Revenue and Benefit ICT System	150	550.0	141	<b>607</b>	<b>1,448</b>
Payroll Service	-	13.5	13.5	<b>0</b>	<b>27</b>
Other Financial Benefits	25	30.5	79	<b>160</b>	<b>295</b>
Total Cashable Savings (1)	441	1,116	763.5	<b>1,306</b>	<b>3,627</b>

**Table 1: Summary of Financial Benefits 2011-2015.**

**Note: (1) 2011/2012 = Part Year**

## Governance

The governance of the Contract continues to be overseen by the Shared Services Board, having representation from West Lancashire Borough Council, Lancashire County Council and BT Lancashire Services. 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.

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, BT Lancashire Services.
- A double secondment model for all West Lancashire Borough Council employees from the Borough Council to the County Council and then seconded into BT Lancashire Services. This was a first of its kind which protected the terms and conditions of staff and their public sector pensions. These costs are borne by BT Lancashire Services as part of its financial obligations and Contract.

A set of fundamental principles agreed by all the parties is viewed as key to the creation of a successful and long term relationship.

- In terms of the Revenues and Benefits Service, the partnership provides a Revenues and Benefits Service that delivers a service including Council Tax and National Non-Domestic Rates billing and collection, debt recovery, prevention and detection of fraud and a creditors and debtors function.
- In terms of ICT, the partnership delivers a service that includes provision of a service desk, operations service, desktop service, applications service, and network and voice services. It also includes access to a range of BTLS technical specialist and project management capability to enable business areas within the council to set an ICT strategy and implement projects to meet its business requirements.

A monthly 'Quality of Service' Report 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
- Continuous Improvement – Service improvements and on-going developments
- A preview of key activity looking forward

## 2 2014/2015 High Level Performance Review

Details of performance against targets in respect of 2014-15 for both services have been provided on an on-going basis in monthly Quality of Service Reports. In addition this data has been presented on a quarterly basis to the Shared Service Board – again via the Quality of Service Report. A high level summary of performance for the year can be summarised as follows:

### ICT:

- Severe Business Disruption – **100%** resolved within agreed timeframe against target of **99%**.
- Major Business Disruption – **100%** resolved within agreed timeframe against target of **97%**.
- Minor Business Disruption – **99%** resolved within agreed timeframe against target of **97%**.
- Minor Disruption – **99%** resolved within agreed timeframe against target of **97%**.
- Advice and Guidance – **100%** resolved within agreed timeframe against target of **97%**.

### Revenues and Benefits:

- Collection of current year's Council Tax – collected **96.03%** against a target of **97.10%**.
- Collection of current year's NNDR – collected **96.40%** against a target of **97.20%**.
- Collection of previous year's Council Tax – collected **33.56%** against a target of **24.50%**.
- Collection of Sundry Debtors – Collected **90.73%** against a target of **89.10%**.
- Benefits overall processing time – **6.62** days against a target of **12 days**.
- **£86.09k** of Housing Benefit Local Authority Error – against a target of **£139,235**.
- Collection of Housing Benefit overpayments – collected **£203,868** against a target of **£170,000**.

### 3 2015/2016 Continuous Improvement & Planned Developments

In this section we highlight the planned activity for each of the services scheduled to take place during 2015/2016 (in ICT Services this will also be in line with the implementation of the ICT Strategy).

#### ICT:

- **PSN Accreditation;** with the council's Public Service Network accreditation due for submission in June 2015 and the End of Support notice for Microsoft Server 2003 issued for July 2015, Quarter One and Quarter Two deliverables will focus on ensuring that the council maintains their current accreditation with the delivery of the following projects supporting this:
  - Windows Server 2003 Migration
  - AD Upgrade
  - Microsoft Exchange Upgrade and Migration
  - PSN Accreditation 2015
  - Mobile Device Management (Air Watch)
  - Macfarlane Telephony – System resilience review and recommendations
  - Northgate M3PP Upgrade
  - IDOX Upgrade Programme (5 stages)
  
- **Development Days:** ICT Services will liaise with WLBC to agree priorities and the development day requirements of the council through the regularly scheduled Roadmap Review Board; this work will be focussed around the review of SQL old platform content.
  
- **Agility Platform:** during the year a new agility platform will be built and discussions will take place to agree key milestones in the migration of the WLBC laptop estate to the new platform.
  
- **Email Filtering:** a new service of filtering emails will be delivered to the council in year which will include improved security and new self-service functionality.
  
- **New Intranet:** work will continue this year to develop the council's new Intranet site and deliver a test system for User Acceptance Testing. It is anticipated that the new site will be launched June/July 2015.

#### Revenues and Benefits:

- **The implementation of ISO9001 Quality Management standards:** this is a very positive step towards taking RBS to a higher level of efficiency and effectiveness. Activity is



currently underway to introduce standards and a way of working with a specific focus on easy access to key data including regulations and working practices, improved governance and communications including 121's, Team Briefs and Training and also the identification and rectification of non-conformance – identifying when we have done something wrong and getting it right in the future. The first ISO9001 audit is due at the end of June 2015.

- **Recovery and Enforcement:** we introduced a recovery programme last year that increased the frequency of activity and also decreased the time lag between recovery stages. This had a positive impact on overall collection and recovery performance and the level and frequency of activity is being repeated in the 2015-16 Programme.
- **Learning and Development:** to include mandatory training such as Health and Safety and also technical training including refresher courses on new/changed regulations and ways of working. Training needs will be linked to outputs from 121's and the delivery and tracking of training will be linked to the ISO9001 initiative.
- **Internal and External Audit:** during last year we worked to a timetable for both internal and external audit activity; a timetable that was developed in collaboration with the respective audit leads. In terms of both internal and external audit activity, feedback from the auditors was positive and we have now agreed schedules for 2015/2016.
- **eDocumentation optimisation:** to be considered both from an efficiency perspective but also from a customer service perspective - to enable customers to claim, for example, Benefits by populating an on-line claim form which is then automatically routed to an electronic in-tray for processing. This initiative will be aligned to a similar but wider-ranging initiative planned by the Council.
- **Financial liaison:** all activity relating to the Council's financial data requirements for the RBS has been agreed and scheduled. On an on-going basis, this data will be provided in accordance with this schedule.
- **Welfare Reform:** the Universal Credit (UC) Task Group continues to monitor the impact of UC and Council Members are being updated via periodic briefing sessions. Single Fraud Investigation Service (SFIS) continues to be an area of focus. We are now engaged with the Department for Work and Pensions (DWP) Project Team and the transition activity has been mobilised.
- **Organisational restructure:** the project is mobilised to move towards a new organisational structure – proposals have been agreed at management level and the process of job evaluation and moderation is underway. Currently the plan is to introduce the updated

structure as soon as possible – timings will be subject to operational priorities and a clear understanding of the future status of the service in particular relating to UC. RBS management will work closely with WLBC colleagues to manage the implementation of the new structure.

**2015/2016 Year End and 2016/2017 Billing:** this key activity was recently completed very successfully and 2015/2016 bills were dispatched on schedule. This was a major achievement for the team and all lessons learnt from this time will be applied to the next year end/billing exercise.

## 4 2014/2015 ICT Review

The service is currently delivered through:

- Provision of a Customer Service Desk function.
- Desktop, Network and Infrastructure Support.
- Support of Key West Lancashire Borough Council applications.
- Delivery of ICT projects and Service Improvement Plans.

The total cost of the ICT Service in 2014/2015 was 1.174 **million**, giving a guaranteed saving of **£207k** to West Lancashire Borough Council. These savings are in addition to the **£498k** combined for 2011/2012, 2012/2013 and 2013/2014.

In addition to the delivered saving of **£207k**(in 2014/2015), other financial benefits have been gained by West Lancashire Borough Council through the delivery of the BT Lancashire Services ICT Service.

### ICT Strategy

In 2014/2015 BTLIS supported the council in developing a comprehensive ICT Strategy. This was a significant undertaking that has allowed the council to create a prioritised programme of ICT work to support the delivery of its business objectives.

The ICT strategy was developed over a series of meetings between senior business representatives at the council and BTLIS ICT technical specialists. The strategy contained nine priorities, of which seven have been delivered, with two carried forward into the new financial year; these are the SQL Server 2005 content review/migration and a review of Electronic Document Management systems across the council.

The strategy has shaped much of the project activity that has been undertaken this year. Other significant work streams have also been delivered which include, the preparatory work for PSN accreditation, upgrades to some key business applications and initiatives to improve the ICT support given to members and business leads.

### Infrastructure Improvements

#### **New SQL Server Platform**

ICT Services completed an initial build of a new SQL server platform in anticipation of a review of the significant number of databases and applications situated on the existing SQL platform. The new

platform also enabled a key system upgrade of the Civica Icon system to be completed, with a number of other significant upgrades also now scheduled.

## **Desktop Upgrade/Replacement**

ICT Services upgraded/replaced 90% of the 134 Windows XP machines to Windows 7 Pro, required as part of a strategic piece of work to facilitate West Lancashire Borough Council's PSN Compliance. Users of the remaining 10% of PCs to be upgraded require various third party software packages and input from the software vendors is needed to complete the upgrades. This work is classed as Phase 2 and will be completed in the first quarter of 2015/2016.

ICT Services also successfully completed the rollout of replacement PCs for the Planning Service. The PCs were upgraded to Microsoft Windows 7 Pro and Microsoft Office 2010 to enable the upgrade of the core planning application IDOX from version 8.2 to version 9. The ICT Service completed all of the PC installations outside of normal office hours to minimise disruption to services.

## **Migration of Applications**

ICT Services completed the migration of the core planning applications to a new server infrastructure and the work again was scheduled during a weekend to minimise disruption to services. The new server infrastructure was required to replace an ageing infrastructure and to accommodate an upgrade of the core planning application IDOX Uniform.

ICT Services also assisted the Housing and Regeneration Service with the migration of their QL application to a new physical server. This was a complex piece of work that included preparation and installation of the new server, performing backup and restoration procedures out of hours, both pre and post testing and pre go live. This work required various sections of the ICT Service to work closely with staff from the West Lancashire Housing and Regeneration Services project team to collectively deliver this project.

## **Verismic**

During March 2015, ICT Services implemented Verismic software to satisfy security requirements of the council's internal and external auditors by introducing the use of more complex passwords and account lock out after three unsuccessful attempts. This new mechanism enables any user who forgets their password to reinstate their own network account securely by answering a series of questions to verify their identity and subsequently reset their password.

## **Disaster Recovery Exercise**

In November 2014 the Council held a disaster recovery exercise at the Civic Hall, Ormskirk to test the response of the Council's critical services in the event of a disaster recovery situation. Representatives from ICT Service played an active role in the exercise, with positive feedback received from senior WLBC officers.

## PSN Accreditation

West Lancashire Borough Council achieved its 2014 PSN accreditation on its first submission, a significant achievement for both the council and BT Lancashire Services.

Activities supporting the accreditation included:

- Full penetration testing of the West Lancashire Borough Council estate covering the network perimeter, internal PSN gateway and the internal council network, including servers and PCs. Testing outcomes were extremely positive with only a small number of issues identified, which were all mitigated through patching or decommissioning of equipment.
- McAfee DLP (data loss prevention) was implemented for USB lockdown and the management of removable media.
- The development of a DMZ (secure PC which is isolated from the main corporate network) from which the council can access data sent in via USB devices from members of the public to support planning applications. This solution is now in development across other areas within the council.
- The ICT Service also designed and implemented a secure file transfer protocol (FTP) enabling the council to transfer data acquired on the DMZ securely to the corporate network. This facility is a 'one way' transfer of data to maintain PSN compliance.

## Other ICT Projects

The WLBC **payment system (Civica ICON)** was successfully upgraded, allowing the council to continue to take card payments from their customers. WLBC handle approximately **70,000** card transactions per year through ICON. The project was essential to maintaining service continuity through the latter half of the financial year, as the existing version of the software ceased on 30 September 2014 because it was no longer Payment Card Industry Data Security Standard (PCIDSS) compliant. The project involved the upgrade of the Web, Call Centre and automated telephony systems and the implementation of new chip and pin machine and software. ICT Services were key to the success of the project by implementing the changes and co-ordinating the testing with staff from across the WLBC as well as the Lancashire County Council Customer Access Centre, BTLs Revenues and Benefits and Civica Engineers.

ICT Services subsequently completed a mandatory upgrade of the Civica ICON system during January 2015, as required by the external supplier.

**Asset Management Software** was rolled out to the Council's PC estate, enabling the Council to use management information to analyse and track their software assets and licences to ensure appropriate numbers of licences are in place. This will help to mitigate the risk of substantial fines being levied against the Council.

## Other ICT Support

**Election Support:** During May and December 2014 and again in March 2015, ICT Services worked closely with the WLBC Elections team to prepare for, and provide on-site support for local, national and European elections. This included the sourcing and set-up of audio visual equipment to the main stage, delivery and installation of TV services to the press room, delivery and installation of corporate PCs and provision of access to the corporate network which was required for live posting of election results. The updating of the COINS system with latest election results was also performed by ICT Services onsite.

**Councillor Support:** Following the council elections, ICT Services staff met with the new Councillors, to discuss their ICT requirements, subsequently placing orders for new equipment. The ICT Service also liaised with the six other newly elected members to assess their ICT requirements.

ICT Services also developed enhanced support procedures specifically for councillors including:

- A dedicated mailbox for councillors to raise ICT support requests by email
- Councillors having the option to bypass the telephony route to report an issue
- Direct access to ICT incident co-ordinators who are responsible for allocating support requests to technicians
- Continued access to our ICT Customer Service Desk in the event of email being inaccessible

**Councillor Clinics:** Three councillor clinics were held during 2014/15. These clinics aimed to provide direct access for Councillors to specialist BTLS ICT staff. The clinics presented an opportunity for Councillors to address any ICT issues and meet BT Lancashire Service Technicians and Engineers. Positive feedback was received directly from the Councillors on the value of these sessions.

**ICT User Group:** Council ICT User Groups took place in December 2014, 25<sup>th</sup> March 15 and January 2015. Terms of Reference for the group were agreed, and for the first meeting the senior project manager was available to Council ICT representatives for the day in order to address any queries regarding RFPs in the pipeline. Positive feedback was received from officers at these meetings.

## Performance

2014/2015 was a strong year in terms of performance against contractual Service Level Agreement. There are five targets, based on the impact of an issue and in all five cases the target figure for resolution was exceeded.

No.	Definition of SLA	Target (%)	Performance Year 2014/2015 (%)
1	Severe Business Disruption Business Unit (sub-unit): <ul style="list-style-type: none"> <li>unable to operate</li> <li>service component failed or severely impaired</li> </ul>	99	100
2	Major Business Disruption Critical user or user group: <ul style="list-style-type: none"> <li>unable to operate</li> <li>business unit experiencing significant reduction in service performance</li> </ul>	97	100
3	Minor Business Disruption: Single user or user group unable to work with no available workaround	97	99
4	Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround	97	99
5	Advice and Guidance	97	100

**Table 2: Contractual Targets.**

The number of escalated and auto generated incidents reported during 2014/2015 compared to the same period last year:

Incidents Raised	Incidents Meeting SLA (%)	2013/2014 Year to Date	2014/2015 Year to Date	2014/2015 Year to Date Variation (%)
Priority 1	100	0	0	-
Priority 2	100	5	4	(20)
Priority 3	100	179	211	17.9
Priority 4	99	1,314	1,075	(18.2)
Priority 5	100	176	137	(22.2)
Total	-	1,674	1,427	(14.8)

**Table 3: Incidents reported in 2012/2013 compared to 2013/2014.**

Key performance indicators gathered monthly:

Key Performance indicator	Year 2014/2015
Percentage of incidents resolved 0–8 hours (any priority)	66.9
Priority 3 - percentage resolved within 8 hours	83.1
Priority 4 - percentage resolved within 8 hours	65.6
Priority 5 - percentage resolved within 8 hours	54.6
Percentage of Interactions resolved at first point of contact (any priority) by service desk	6.4
Number of incidents raised by Elected Members	59

**Table 4: Key performance indicators.**

The following table shows the volume of telephone calls answered by AskICT Service Desk during 2014/2015 compared to last year.

Activity	Year 2012/2013	Year 2013/2014	Year 2014/2015
Calls answered	2,157	<b>1,594</b>	1194
% of calls answered	93	<b>91</b>	92

**Table 5: AskICT calls answered.**

## Key Highlights

To summarise, the highlights for the ICT service for 2014-15 are:

- Strong performance against the contractual Service Level Agreement, with three of the five Priorities achieving 100% and the remaining two achieving 99%, all five priorities exceeding their contractual targets
- Achievement of PSN accreditation on its first submission, with a wide range of activities undertaken to support this.
- Development of a comprehensive ICT Strategy creating a prioritised programme of ICT work to support the delivery of West Lancashire Borough Council's business objectives.



Additionally the following initiatives have been implemented in conjunction with the Business Relationship Management team:

- Established monthly user groups providing a productive forum for both ICT Services and West Lancashire Borough Council staff
- Appointment of a dedicated member of staff, to provide a single point of contact and to manage all active RFPs
- Delivery of ICT Strategy Planning Workshops, promoting collaborative working and clarification of business requirements and objectives.

## 5 2014/2015 Revenues and Benefits Review

The total cost of the Service in 2014/2015 was £1.980 million giving a guaranteed recurring saving of £332k pa to West Lancashire Borough Council. These savings are in addition to the recurring savings of £169k delivered in 2011/2012, £323k delivered in 2012/2013 and £328k delivered in 2013/2014.

In addition to the delivered saving of £332k (in 2014/2015), other financial benefits have been gained by West Lancashire Borough Council through the delivery of the Revenues and Benefits Service by BT Lancashire Services most notably a significant improvement in Revenues collection and arrears reduction when compared to the previous financial year.

### Performance

The agreed Service Level Agreement (SLA) comprises, in total, **seven** performance indicators covering the Service. In the case of one of the performance indicators – Benefits Fraud Sanctions and Prosecutions – the target was suspended for the year. All **seven** indicators are contractual. West Lancashire Borough Council requested that data is also provided for the average time to process benefits new claims and change of circumstance; volumes of complaints received and payment of creditor invoices on time.

No.	Definition of SLA	Target	2014/2015 Performance Year to Date
1	NI 181 – Average time to process all items	12 days	<b>6.62</b>
2	Overpayment Recovery of Housing Benefit overpayments (payments received)	£170K p.a.	<b>£203,868</b>
3	Benefit Fraud Sanctions & Prosecutions	Target suspended	<b>45</b>
4	Benefits Local Authority Error Overpayments – Lower Threshold YTD based on Initial Estimate for 2013/2014	Below £139,235	<b>£86,090</b>

**Table 6: Benefits Service Contractual Performance Targets 2014/2015**

No.	Definition of SLA	Target	2014/2015 Performance Year to Date
5	Council Tax Collection Rate Current Year (BVP19)	97.10%	<b>96.03%</b>
6	Council Tax Previous Years Arrears	24.50%	<b>33.56%</b>
7	NNDR Collection Rate Current Year	97.20%	<b>96.40%</b>
8	Sundry Debtors	89.10%	<b>90.73%</b>

**Table 7: Revenues Service Contractual Performance Targets 2014/2015**

## Service Delivery Chronology

During 2014-15, the team has focused on a range of activities and initiatives aimed at delivering overall and sustainable improvements to all elements of the Revenues and Benefits Service. The view of the BTLS RBS management was that at the end of the previous year the service was not delivering to the Councils priorities. Our key objectives for 2014-15 included addressing those priorities for the service – specifically, from a Revenues perspective, collection and arrears reduction and for Benefits, timely and accurate claim management. In addition, a further objective was to introduce a culture of effective stakeholder engagement underpinned by collaborative and strong working relationships. A final key objective was to introduce more effective governance and communications arrangements with our people – to address a negative perception in this respect.

The following is a brief summary of RBS service delivery activity during 2014-15:

- **2014-15 Local Tax billing:** We started the year with a successful 2014-15 Local Tax billing exercise – all bills for Council Tax and NNDR were dispatched within the timescales required to enable collection of the New Year's charges. This ensured that a primary Council objective of Local Tax collection got off to a very positive start and the next immediate priority was to ensure a sustainable and structured approach to collection and arrears reduction – something that had not been achieved the previous year. The collection and reduction of Council Tax arrears was identified as a problem that required specific attention and it was agreed that it was in the best interests of all to adopt a more holistic approach to this activity. The approach has produced positive overall results and a significant improvement on the previous year. More details of this are provided in the next section of this paper – Performance Summary.
- **Staff Engagement:** During the early part of the year, the transition of the service to BTLS was underway. It was evident that a significant culture change from the previous regime was required to address the view from our people that they were not being listened to. The

transition was successfully completed in May and the first tangible test of how staff were feeling was the initial staff survey in June 2014. It was evident from the low participation rate (24%) and the general feedback that there were issues and it was important to understand what these were and do something about them. Generally communications with staff needed to be improved and initiatives were introduced including quarterly Staff Information Days and a Staff Forum which initially met monthly. Evidently such initiatives had a positive impact and the outcomes of the December 2014 Staff Survey were much improved – 70% participation and better overall results. Some concerns remained relating to communications such as Team Briefs and 121's but these will be addressed as a part of the implementation of ISO9001 Quality Management during 2015-16.

- **Technology Migration:** Also in May 2014 a major project was mobilised to migrate the RBS technology platform from Liverpool to Lancashire. From an operational perspective there was a real need for this to happen due to the change in partnership from One Connect Limited to BT Lancashire Services and the associated separation from LDL, it was essential that, the WLBC BTLS Revenues and Benefits service became fully independent and self-sufficient. We worked very closely with our ICT colleagues to produce a plan for migrating the platform and introducing a fit for purpose local technology solution within a short timescale. As a result of joint working and collaboration between RBS and ICT staff, this was achieved by October 2014 and most importantly from a service delivery perspective, it was achieved with limited negative impact on performance.
- **Welfare Reforms:** The Governments Welfare Reforms programme continued to be a major feature of our work programme during 2014-15. The roll out of Universal Credit (UC) has been the "headline" activity for the majority of the year – the pivotal point of this activity was the roll-out of UC in West Lancs in September 2014. Key to the success of the roll-out was the establishment of a cross-organisation Task Group which included representation from WLBC, BTLS RBS, the local Job Centre and also Lancashire County Council – an excellent example of joined-up working. As anticipated the impact of UC locally in terms of claimant numbers has been low although there was clear evidence of a growing cohort towards the end of the year – as at March 2015 there were almost 600 UC claimants in West Lancs. Members and senior Council Managers have been provided with periodic updates as the impact of UC grows.

The Single Fraud Investigation Service (SFIS) has also been an increasing priority during the latter part of the year – DWP confirmed their intentions in relation to the timing of transfer of work and resource to SFIS. Priority was given to staff engagement and involvement in the transition activity and WLBC HR have taken a key role in this activity.

With regard to the other elements of Welfare Reform, Discretionary Housing Payments (DHP) and Social Sector Size Criteria (SSSC) have had most impact from an operational/service delivery perspective. DHP's have been managed well in collaboration with colleagues from the

Councils Housing Service – in particular spend in relation to grant funding. With regard to SSSC, the key issue during the year was a change in legislation to address a "loophole" in the administration of such cases. This change was managed effectively and in particular, the appropriate customer communication arrangements were implemented.

- **Internal and External Audit:** It was established early in the year that the previous working arrangements between RBS and both internal and external audit had not worked for either party. Initial engagement with both the WLBC Head of Audit and also the external audit lead identified the need for more collaborative working arrangements to ensure that the audit work could be carried out within required timescales and at times that worked operationally for the Service. A plan was jointly produced and agreed which addressed these objectives and all audit work was completed on schedule and with minimal impact on service delivery. Generally the outturns from the audit work have been positive and the WLBC Head of Service was able to report that "...Internal and external audit work has identified significant and sustained improvements in the accuracy of benefit processing.."
- **Financial Liaison:** As with the audit work, activity described generically as Financial Liaison was not working for either the Council or RBS. This activity includes the collection, consolidation and provision of RBS-related data required by the Council to enable and/or support the submission of key financial returns. Initial engagement with the Borough Treasurer identified a need for more collaborative working arrangements and a plan was jointly agreed to deliver such information in an accurate and timely way. This has resulted in much improved working arrangements
- **Web Site Review and Update:** Another key activity from the Work Programme was to address issues with those elements of the Councils web site specifically relating to RBS. In addition to the need to re-brand all documentation due to the transfer of the business to BTLs, it was also established that many of the documents were out of date and required a re-fresh and up-date. Working closely with the Councils web team the opportunity was taken to carry out a thorough review of all documentation and the position is now much improved. There were some issues raised in a recent SOCITIM exercise but they have also now been resolved.
- **2014-15 Year End and 2015-16 Local Tax Billing:** Finally, having had a good start to the year in terms of the 2014-15 Local Tax billing, we also managed to finish well with a successful 2015-16 billing. This is a particular highlight as it was the first time that this key exercise was completed without external support. This was a real achievement and again a great example of joint working with our ICT colleagues – which, together with the technology migration project earlier in the year, resulted in an internal BTLs award for Team of the Year.

## Performance Summary

The headline position in relation to performance is that all areas for RBS have improved when compared with the previous year – overall a positive outcome.

For the Benefits and Sundry Debtors/Creditors teams, all performance indicators were ahead of target at the end of the year. Significantly – and linking back to the Councils priority relating to accuracy – the Benefits Local Authority Error (LAE) outturn was the best it has been for a number of years. This is particularly important considering what occurred with this measure in 2012-13 resulting in potential loss in subsidy.

In terms of Revenues, it has been regularly reported that the Council Tax Support (CTS) scheme has had an impact on Council Tax collection – typically the collection rate for CTS accounts has been around 25% lower than non-CTS accounts. However the factor that has had the greatest impact on Local Tax collection and arrears reduction during 2014-15 has been the identification of an issue with Council Tax arrears and, to a lesser extent, NNDR arrears.

A detailed analysis of previous years debt, a significant proportion of which precedes the One Connect/BTLS contracts, was carried out and a summary of the findings was presented to senior WLBC managers together with a proposed action plan. This plan incorporated active pursuance of debt where it was considered appropriate and viable together with a strategy for write-offs – again where considered appropriate. It was agreed at that time that more emphasis and focus on previous arrears collection/reduction was the right approach and would result in a better overall outcome

This approach resulted in the position in relation to arrears reduction significantly improving during the latter part of the year but there was a corresponding negative movement in relation to current collection during that period.

However, despite the downturn in the collection of current Council Tax, the overall year-end outturn for the 3 x Revenues SLA measurements - current Council Tax collection, previous years Council Tax collection and current NNDR collection - was very positive and resulted in an improvement in Local Tax collection and arrears reduction of almost £3.7m – summarised below:

<b>Local Tax collection and arrears reduction – comparative data – March 2014 – March 2015</b>			
	<b>March 2014 (£m)</b>	<b>March 2015 (£m)</b>	<b>Improvement (£m)</b>
Council Tax current	£48,389,388	£50,100,527	£1,711,139
Council Tax previous	£1,046,967	£2,214,279	£1,167,312
NNDR current	£29,939,018	£30,759,209	£820,191
<b>Local Tax Total</b>	<b>£79,375,373</b>	<b>£83,074,015</b>	<b>£3,698,642</b>

In summary and building in a factor for "NNDR Previous", in addition to the 2014-15 figures providing a positive position when compared to last year's outturns, they also show that the overall collection and arrears reduction compares favourably against target. This is summarised in the table below:

<b>WLBC / BTLS RBS Overview of Comparative Collection and Arrears Reduction - 2014-15</b>				
	<b>2014-15</b>			
	<b>Target</b>		<b>Actual</b>	
	<b>%</b>	<b>£</b>	<b>%</b>	<b>£</b>
Council Tax current (CTC)	97.1	£50,691,231	96.03	£50,100,527
Council Tax previous (CTP)	24.5	£1,616,310	33.56	£2,214,279
NNDR current (NNDRC)	97.2	£31,116,371	96.4	£30,759,209
<b>Sub total</b>		<b>£83,423,912</b>		<b>£83,074,015</b>
NNDR previous (NNDRP)	24.5	£1,021,157	32.84	£1,368,716
<b>TOTAL</b>		<b>£84,445,069</b>		<b>£84,442,731</b>

## Key Highlights

To summarise the highlights for the Revenues and Benefits service for 2014-15:

- An increase in the total amount of revenue collection and arrears reduction - £90m of revenue collected in total
- Successful technology-related projects and effective joint working with our ICT colleagues – platform migration and year end/2015-16 billing.
- Excellent cross organisational joint working to plan, prepare and manage the impact of Welfare Reforms and in particular UC go-live.
- Improved staff engagement and communications including Staff Information Days and Staff Forum leading to improved staff survey results.
- Positive feedback from the Council in terms of improved levels of performance. .
- Overall, an improvement in all SLA's when compared to the previous year – more revenue collected, local tax arrears reduced and improved levels of accuracy particularly in Benefit-related work.

## 6 Quality

We have made a commitment to place quality at the core of the business. BT Lancashire Services maintain or is working towards of a number of management systems to align our organisation to a number of national and international standards. These provide a proven business improvement framework and a robust mechanism for achieving excellence.

### ISO 9001 Quality Management System

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. The ICT Service successfully achieved certification to the standard in June 2012. We are externally audited at six monthly intervals and last year were re-accredited in June 2014 and December 2014. It is our aim for the Revenues and Benefits Service to be included in the scope by mid-2015.

### ISO 27001 ICT Information Security Systems

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 BT Lancashire Services' overall strategy to demonstrate a commitment to client security, and to ensure that security is embedded deep into the culture of the organisation, in 2014/2015 BTLs established a security team within ICT Services, tasked with ensuring that the organisation aligns with industry best practice. To achieve this the team have instigated the following actions:

- Update and further development of a full range of ICT security policies, to ensure ICT staff have comprehensive and up to date security guidance available to enable them to carry out their roles
- Review and enhance ICT security incident reporting procedures, to enhance the information on the number and nature of incidents and to track these to conclusion
- To review the way in which security risks are assessed to ensure that robust decisions are made on how to remove or mitigate such risks



## ISO 20000 IT Service Management Systems

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 customers. It is aligned to the approach defined within the IT Infrastructure Library (ITIL) from The Office of Government Commerce (OGC). BTLS is committed to delivering its ICT services in line with best practise guidelines of ISO 20000; we undertook changes to some of our key internal ICT processes in 2014/15 to more closely align to the standard and will continue this improvement activity through 2015/2016.





**AGENDA ITEM: 11**

**CABINET: 16 JUNE 2015**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE:  
9 JULY 2015**

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**Report of: Transformation Manager**

**Relevant Head of Service: Managing Director (Transformation)**

**Relevant Portfolio Holder: Councillor I Moran**

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

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**SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q4 2014/15)**

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Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To present performance monitoring data for the quarter ended 31 March 2015.

**2.0 RECOMMENDATIONS TO CABINET**

2.1 That the Council's performance against the indicator set for the quarter ended 31 March 2015 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 9 July 2015.

**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 2015 be noted.

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## **4.0 CURRENT POSITION**

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

4.2 Of the 35 indicators reported quarterly:

- 21 met or exceeded target
- 4 indicators narrowly missed target; 8 were 5% or more off target
- 2 indicators have data unavailable at the time of the report (*NI 191: Residual household waste per household; NI 192: % household waste sent for reuse, recycling & composting*)

As a general comparison, Q4 performance from the previous year's 2013/14 suite gave 17 (from 31) indicators on or above 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 and will be relevant for future monitoring purposes.

4.4 These plans provide the narrative behind the outturn and are provided in Appendices B1-B6. 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, where available, a brief reference on the draft annual performance is also given in Appendix A. Performance against the full corporate suite of indicators 2014/15 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 2014/15 as agreed by Cabinet in March 2014. The full suite is reported annually.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix A – Quarterly Performance Indicators for Q4 January-March 2014/15









Appendix B – Current Improvement Plans

- B1: WL121 Working Days Lost Due to Sickness Absence
- B2: TS24a: Average time to re-let local authority housing-General Needs
- B3: TS24b: Average time to re-let local authority housing-Supported Needs
- B4: NI 191: Residual household waste per household (Kg)
- B5: NI 192 Percentage of household waste sent for reuse, recycling and composting
- B6: NI 195b: Improved street and environmental cleanliness (levels of detritus)















Appendix C – Minute of Cabinet 16 June 2015 (to follow) (Corporate & Environmental Overview and Scrutiny Committee only)









## APPENDIX A: QUARTERLY PERFORMANCE INDICATORS Q4 2014/15





Icon key		
PI Status		Performance against same quarter previous year
	OK (within 0.01%) or exceeded	21
	Warning (within 5%)	4
	Alert (by 5% or more)	8
N/A	Data not collected for quarter	0
	Awaiting data	2
Total number of indicators		35
	Improved	17
	Worse	7
	No change	6
/	Comparison not available	3
	Awaiting data	2

### Shared Services <sup>1</sup>

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%	Annual performance of 100% exceeded target of 99%.		
ICT2 Minor Business Disruption (P3)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.0%	100.0%	97.0%	Annual performance of 99% exceeded target of 97%.		
ICT3 Major Business Disruption (P2)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	97.0%	Annual performance of 100% exceeded target of 97%.		
ICT4 Minor Disruption (P4)	99.0%	98.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	97.0%	Annual performance of 99% exceeded target of 97%.		
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events <sup>2</sup>	11.27	7.12	7.66	8.31	7.44	6.79	7.66	8.23	6.62	12.00	Q4 outturn is year to date; annual target of 12 exceeded.		
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£170,882	£43,041	£84,613	£123,567	£170,909	£34,524	£82,895	£130,906	£203,868	£170,000	Q4 outturn is year to date; annual target of £170,000 exceeded.		
R1 % of Council Tax collected <sup>3</sup>	96.40%	28.33%	55.47%	82.85%	95.32%	28.95%	56.11%	83.60%	96.03%	97.10%	Q4 outturn is year to date; annual performance narrowly missed target of 97.10%. During the year, challenges to collection rates have included impacts from the Single Person Discount review, the		

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											ongoing Council Tax Support Scheme and a focus on previous years arrears. Annual collection was £1.7m more than the previous year.  No plan attached since action for improvement is managed through contractual meetings.		
R2 WL72 % council tax previous years arrears collected	18.32%	4.66%	11.71%	16.94%	20.94%	3.38%	12.36%	27.34%	33.56%	24.5%	Q4 outturn is year to date; annual performance exceeded target of 24.5%.		
R3 % of Non-domestic Rates Collected <sup>3</sup>	95.40%	27.89%	58.57%	84.58%	95.53%	30.75%	58.26%	83.29%	96.40%	97.20%	Q4 outturn is year to date; annual performance narrowly missed target of 97.2%.  During the year, challenges to collection rates have included a focus on previous years arrears and the uptake of a 12 rather than 10-month repayment period option which reduces recovery action opportunities. Annual collection was £0.8m more than the previous year.  No plan attached since action for improvement is managed through contractual meetings.		
R4 % Sundry Debtors % of revenue collected against debt raised <sup>4</sup>	N/A	48.23%	66.83%	71.07%	90.05%	62.59%	79.34%	86.49%	90.73%	89.1%	Q4 outturn is year to date; annual performance exceeded target of 89.1%.		

### Community Services

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,253	1,281	1,403	1,449	1,329	1,312	1,277	1,277	1,105	1,395	Annual performance of 4,971 exceeded target of 6,076.		
WL_18 Use of leisure and cultural facilities (swims and visits) <sup>5</sup>	311,788	293,167	313,674	243,378	326,547	310,875	315,366	254,704	322,129	227,000	Annual performance of 1,203,074 exceeded target of 1,120,000.		





**Planning**







PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	80.00%	30.00%	77.78%	54.55%	85.71%	100%	76.92%	44.44%	62.50%	65.00%	Annual performance of 76.09% exceeded target of 65%.  Head of Service's amber assessment: improvement plan not required.	/ <sup>6</sup>	
NI 157b Processing of planning applications: Minor applications	75.86%	87.50%	84.62%	82.43%	72.15%	74.67%	70.00%	70.59%	80.88%	75.00%	Annual performance of 73.88% narrowly missed target of 75%.		
NI 157c Processing of planning applications: Other applications	89.23%	91.61%	93.02%	92.99%	84.35%	79.83%	76.10%	84.51%	88.71%	85.00%	Annual performance of 81.99% narrowly missed target of 85%.		
WL24 % Building regulations applications determined within 5 weeks	73.33%	80.00%	67.09%	75.61%	71.93%	71.58%	56.32%	57.14%	59.09%	70.00%	Annual performance of 61.64% did not achieve target of 70%.  A plan is not provided since underperformance against the current target has already been considered and addressed by the 15/16 target setting process.		





**Transformation**

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	97.82%	97.21%	97.03%	97.75%	96.24%	96.53%	98.44%	98.73%	99.27%	98.24%	Annual performance of 98.22% narrowly missed target of 98.24%.  March outturn was 99.46%		
WL19b(ii) % Direct Dial calls answered within 10 seconds <sup>7</sup>	79.47	79.55	80.18	80.49	81.82	82.01	81.50	82.13	82.28	82.21	Annual performance of 81.88% narrowly missed target of 82.21%.		
WL90 % of Contact Centre calls answered	89.9%	87.3%	93.6%	92.6%	91.3%	93.1%	93.6%	91.1%	91.6%	90.6%	Annual performance of 92.4% exceeded target of 90.6%.		
WL108 Average answered	36.00	47.00	17.00	25.00	34.00	20.00	24.00	44.00	31.00	26.25	Annual performance of 29.75s did not		















PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
waiting time for callers to the contact centre (seconds)											achieve target of 26.25s.  The Contact Centre now focuses on providing quality services that resolve queries at first point of contact (FPC). This inevitably leads to lengthier calls, and therefore call wait times. The future target for wait times has been adjusted in recognition of this. A plan is not provided since underperformance against the current target has already been considered and addressed by the 15/16 target setting process.		
WL121 Working Days Lost Due to Sickness Absence <sup>8</sup>	2.31	2.63	2.74	2.88	1.87	1.71	1.93	2.32	2.76	2.02	Annual performance of 8.74 did not achieve target of 8.08.  Improvement plan attached at Appendix B1		




### Housing & Regeneration

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS24a GN Average time taken to re-let local authority housing (days) - GENERAL NEEDS	29.67	53.61	49.52	58.10	65.74	30.25	18.19	22.77	29.42	28.00	Annual performance of 25.16 exceeded target of 28.  Performance in March was 24.81.  Improvement plan attached at Appendix B2		
TS24b SP Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	50.23	29.94	64.73	98.01	62.31	79.20	41.39	65.66	92.24	50.00	Annual performance of 69.62 did not achieve target of 50.  Performance in March was 27.54.  Improvement plan attached at Appendix B3		
HS1 % Housing repairs completed in timescale	97.90%	97.20%	96.57%	96.46%	96.68%	96.76%	95.86%	96.58%	97.36%	97.00	Annual performance of 96.64% narrowly missed target of 97%.		

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS13 % LA properties with CP12 outstanding	0.11%	0.07%	0.04%	0.01%	0.1%	0.1%	0.04%	0.06%	0.1%	0%	<p>Annual performance of 0.1% did not achieve target of 0%.</p> <p>Target based on legal requirement for all eligible properties to have certificate. Reported performance is an average from months in the period.</p> <p>No plan has been prepared but we continue to focus on rigorous procedures to ensure compliance.</p>		
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	98.41	97.58	97.58	98.25	98.47	99.2	98.04	98.18	98.65	99.83	<p>Annual performance of 98.65% narrowly missed target of 99.83%.</p> <p>Collection rates have been affected by the reductions in DHP awards and the impact from the roll-out of Universal Credit (UC) The Rent &amp; Money Advice team continue to optimise the income of tenants through our money advice service and encourage tenants to maintain rent payments. The target for 2015/16 has been set at 97% to reflect the ongoing roll out of UC.</p> <p>Head of Service's amber assessment: improvement plan not required.</p>		

## Street Scene

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg)	116.18	114.84	111.36	140.5	134.38	133.82	125.47	126.69		123.48	Pending confirmation of merchant data by LCC Improvement Plan for Q3 outturn attached at Appendix B4 <sup>10</sup>		
NI 192 Percentage of household waste sent for reuse, recycling and composting	40.73%	52.35%	42.16%	39.93%	37.10%	50.88%	49.70%	41.66%		47.58%	Pending confirmation of merchant data by LCC Improvement Plan for Q3 outturn attached at Appendix B5 <sup>10</sup>		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	N/A <sup>11</sup>	N/A	0.83%	1.67%	0.16%	N/A	1.17%	1.00%	0.33%	1.61%	Survey carried out three times each year. No data for Q1. Annual performance of 0.83% exceeded target of 1.61%.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	N/A <sup>11</sup>	N/A	7.09%	2.70%	2.47%	N/A	2.75%	2.50%	8.89%	7.33%	Survey carried out three times each year. No data for Q1. Annual performance of 4.77% exceeded target of 7.33%.  Improvement plan attached at Appendix B6		
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	N/A <sup>11</sup>	N/A	0.33%	0.00%	0.17%	N/A	0.33%	2.17%	1.00%	1.11%	Survey carried out three times each year. No data for Q1. Annual performance of 1.17% did not achieve target of 1.11%.		
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	N/A <sup>11</sup>	N/A	0.00%	0.00%	0.00%	N/A	0.00%	0.00%	0.00%	0.00%	Survey carried out three times each year. No data for Q1. Annual performance of 0.00% met target of 0.00%.		
WL01 No. residual bins missed per 100,000 collections	87.09	64.78	63.54	65.40	134.20	90.52	87.07	85.20	74.23	70.00	Annual performance of 84.26 did not achieve target of 70.  A plan is not provided since underperformance against the current target has already been considered and addressed by the 15/16 target setting process.		

PI Code & Short Name	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Comments	Q4 14/15 vs Q4 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL06 Average time taken to remove fly tips (days)	1.05	1.05	1.07	1.08	1.12	1.12	1.06	1.08	1.09	1.09	Annual performance of 1.09 met target of 1.09.		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	100%	100%	Annual performance of 100% met target of 100%.	/	

Notes:

<sup>1</sup> Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. Improvement plans are not attached since actions planned to improve performance are discussed and managed through contractual monthly Quality of Service meetings.

<sup>2</sup> B1: The PI reports cumulative progress to the annual target, not 'within quarter' performance. Data for previous quarters has been restated to reflect this change.

<sup>3</sup> R1 & R3: In line with current good practice, from 2013/14 outturns/targets no longer include a value of 'credit on accounts' resulting in the outturn being lower than if credits were still included. Quarter outturns of 2012/13 are therefore not directly comparable, but data provided for reference/information.

<sup>4</sup> R4: This is now reported as a %, rather than a cash figure.

<sup>5</sup> WL18: from Q1 2014/15, Community Resource Centre (CRC) data is no longer included. Data from 2012/13 onwards has been restated without CRC to allow comparison with previous performance.

<sup>6</sup> NI157a: For 2014/15, following updated guidance from DCLG, the 13 weeks period is not counted in those cases where a time extension is agreed with the applicant. A direct comparison with previous year quarter outturn is therefore not possible, but data is provided for reference/information.

<sup>7</sup> WL19bii: Data does not include BTLS seconded staff.

<sup>8</sup> WL121: from 2014/15, BV12 is recoded as since the calculation used was not fully reflective of the BV12 guidance. Calculation for 2014-15 remains the same. Data does not include BTLS seconded staff.

<sup>9</sup> TS1: For 2014/15, this replaces BV66a with a simplified calculation. A direct comparison with previous years outturn is therefore not possible, but data is provided for reference/information.

<sup>10</sup> NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures.

<sup>11</sup> NI195a-d: Data for Q4 2012/13 was collected but not analysed due to a staff vacancy, subsequently filled. However, due to competing priorities this analysis has not taken place.

'NI' and 'BV' coding retained for consistency/comparison although national reporting no longer applies.



<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	<b>WL121 Working Days Lost Due to Sickness Absence</b>
<b>Reasons for not meeting target</b>	
<p>The Council's target for 2014/15 is to achieve (not more than) 8.08 working days lost per employee, measured on a rolling 12-month basis. This equates to a quarterly target of 2.02 days per full time equivalent (FTE). Following a significant reduction in absence levels at the end of last year, the last three quarters have seen a slight increase in sickness levels. The final quarter of 2014/15 was 2.76 days lost per FTE, against the 2.02 days lost per FTE target. The overall annual outturn figure, however, has shown a substantial reduction from last year's performance of 10.11 days lost per FTE to an annual outcome of 8.74 days per FTE against the 8.08 days per FTE target.</p> <p>Whilst this performance level has not met the target, it should be noted that this outturn figure has been reduced by 1.37 days per FTE over the last 12 months. Over the final quarter we have experienced an increase in the number of long term absence cases, which has contributed to the total number of days absence. However, all cases are being appropriately managed, but unfortunately Long Term absence cases are difficult to resolve quickly due to the nature of them. Whilst the HR team and Managers work closely with staff and trade unions to facilitate speedy returns, it is not always possible to achieve adjustments or the phased return requirements that are necessary.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<ul style="list-style-type: none"> <li>• Heads of Service will continue to closely monitor sickness levels within their respective service areas and take urgent action as necessary in line with the Sickness Absence Policy</li> <li>• The Council will continue to focus on providing detailed management information to assist managers in identifying all short-term cases of sickness absence which have exceeded the agreed 'trigger' levels, together with all on-going long-term cases of sickness absence.</li> <li>• The HR team will continue to meet with individual Heads of Service, where appropriate, to provide advice and support to ensure managers have the continued skills and confidence to address absence issues appropriately.</li> <li>• The Council will continue to work closely with the Occupational Health provider (OH Assist)</li> </ul>	
<b>Resource Implications</b>	
Timely interventions and practical support from the HR Team and OH Assist will continue to be needed by managers, which can make a real positive difference to attendance levels.	
<b>Priority</b>	
High	
<b>Future Targets</b>	
Continue with existing target.	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
See proposed remedial action (above)	Ongoing

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS
<b>Reasons for not meeting target</b>	
<p>Performance has been above target last quarter due to the low demand for some properties in Digmaor &amp; Tanhouse which are therefore taking longer to let.</p> <p>In addition it should be noted that figure is calendar days, not working days. If this were to be adjusted the quarter performance would be on target at 27.25 days.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>Allocations staff continue to take a more proactive approach to promoting and advertising empty homes, and options for offering more flexibility in allocations have been implemented.</p> <p>Work is underway to develop new ways to promote the properties with low demand, in particular the use of social media.</p> <p>We have seen significant improvements in performance with relet times reducing from 65 days in Q4 of 2013/14 to 29.42 for the same quarter this year.</p>	
<b>Resource Implications</b>	
Loss of rental income	
<b>Priority</b>	
High	
<b>Future Targets</b>	
No change to target for 2015/16	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
Ensure that all new voids are relet within target.	Ongoing
Develop new ways to promote the properties with low demand	April 2016
Work with contractors to minimise delays with kitchen refurbishment works.	Completed
Look at new ways to advertise and promote low demand properties.	Completed
Consider more flexible allocations for lower demand homes	Completed
Release all voids on hold.	Completed



<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	TS24b - Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
<b>Reasons for not meeting target</b>	
<p>Several long term voids have been relet during the quarter which adversely affects average number of days to relet.</p> <p>For a number of years the Council has been experiencing low demand across many of its sheltered housing schemes. Several properties let in Quarter 4 had been empty for over 6 months due to the lack of demand for sheltered accommodation. Letting these properties skews the performance figures.</p> <p>In addition it should be noted that figure is calendar days, not working days. If this were to be adjusted the quarter performance would be on target at 28.08 days.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>Options Appraisals of sheltered schemes have been commissioned.</p> <p>All investment in Category II sheltered schemes will be considered in light of the Council's Asset Management Plan.</p> <p>An open day has taken place at Evenwood Court, Tanhouse and further promotional exercises to stimulate demand will be undertaken.</p> <p>Declassification of some additional sheltered schemes has been completed.</p>	
<b>Resource Implications</b>	
Loss of rental income	
<b>Priority</b>	
High	
<b>Future Targets</b>	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
Options Appraisals	Ongoing
Asset Management Planning	Ongoing
Promotion of low demand schemes	Complete
Declassification programme	Complete

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	NI 191 Residual household Waste per Household
<b>Reasons for not meeting target</b>	
<p>A combination of impacting factors, the actual amount of residual waste collected from households across the borough has dropped since quarter 2.</p> <p>However, due to the greater reduction in compostable material collected during quarter 3 the overall amount of material diverted for recycling is lower, thus the kg per household amount has increased slightly by 4kg.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
Adjust the target figure for quarters 3 and 4 to accommodate for seasonal variations, whilst retaining the existing annual target.	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
Low	
<b>Future Targets</b>	
Continue with existing performance target.	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
Monitor monthly tonnage figures	October 2015
Re-profile the quarterly targets	July 2015

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	NI 192 Percentage of Household Waste sent for reuse, recycling and composting.
<b>Reasons for not meeting target</b> The seasonal reduction in garden waste presented for collection in quarters 3 and 4 will continue to have a detrimental effect on achieving the respective quarterly target figure. This is consistent and evidenced through past performance.	
<b>Brief Description of Proposed Remedial Action</b> Adjust the target figure for all quarters to accommodate for seasonal variations, whilst retaining the existing annual target. This will present a more accurate target to measure performance against.	
<b>Resource Implications</b> None	
<b>Priority</b> Low	
<b>Future Targets</b> Continue with existing annual performance target while reviewing the approach detailed above.	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
Re-profile the quarterly targets	July 2015

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>INDICATOR</b>	NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus
<b>Reasons for not meeting target</b>	
The third tranche (quarter 4) saw an increase of 6.39% above the target figure. During the assessment it was noted that detritus was particularly prominent in the rural Wards with some roads that are not fully kerbed and used by a large number of agricultural machinery.	
<b>Brief Description of Proposed Remedial Action</b>	
The effected areas have been identified and have been scheduled to be cleaned. These areas will be re-inspected and monitored to ensure appropriate standards are resumed.	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
Low	
<b>Future Targets</b>	
Continue with existing target, for the short to medium term.	
<b>Action Plan: Tasks to be undertaken</b>	<b>Completion Date</b>
Seasonal monitoring programme	October 2015

**MINUTE OF CABINET – 16 JUNE 2015**

**11. QUARTERLY PERFORMANCE INDICATORS (Q4 2014-15)**

Councillor Moran introduced the report of the Transformation Manager which presented performance monitoring data for the quarter ended 31 March 2015.

In reaching the decision below, Cabinet considered 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 2015 be noted.
  - B. 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 and Scrutiny Committee on 9 July 2015.





**AGENDA ITEM: 14(a)**

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

**9JULY 2015**

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**Report of: Borough Solicitor**

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

**Contact for further information: Mrs C A Jackson (Extn 5016)  
(email: [cathryn.jackson@westlancs.gov.uk](mailto:cathryn.jackson@westlancs.gov.uk) )**

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**SUBJECT: A MARKET TOWN STRATEGY FOR ORMSKIRK – INTERIM REPORT  
AND REVIEW OF PROJECT PLAN**

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Borough wide interest

**1.0 PURPOSE OF THE REPORT**

1.1 To present the interim report of the Committee on the findings to date, to review the Project Plan and to identify the way forward for the remainder of the review.

**2.0 RECOMMENDATIONS**

2.1 That the interim report be noted.

2.2 That the Project Plan be reviewed and updated.

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**3.0 BACKGROUND**

3.1 At its meeting on 16 July 2014 the Committee agreed to undertake a review on the topic 'A Market Strategy for Ormskirk Town Centre'. The title of the review was later revised to 'A Market Town Strategy for Ormskirk'.

3.2 At the final meeting of the Committee for 2014/15 held on 19 February 2015, when considering the Project Plan, it was agreed that an interim report on the work undertaken in 2014/15 would come forward to this meeting.

## **4.0 CURRENT POSITION**

- 4.1 The interim report entitled 'A Market Town Strategy for Ormskirk', attached at Appendix A, sets out what the Committee has undertaken on the review during 2014/15 and its findings to date.
- 4.2 The Project Plan is used as a working document and is updated following each meeting of the Committee, actions raised and a timetable of events are contained within it. The review has progressed as set down in its Project Plan, with the interim report.

## **5.0 PROPOSALS**

- 5.1 That the interim report be approved and the contents form part of the draft final report of the review for consideration by the Committee at its conclusion.
  - 5.2 That the Project Plan be considered and amendments to it be identified.
- 

### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

- A 'A Market Town Strategy for Ormskirk' – Interim Report of the Corporate and Environmental Overview and Scrutiny Committee – Work undertaken 2014/15



**'A Market Town Strategy for Ormskirk'**

**Interim Report of the Corporate and Environmental Overview &  
Scrutiny Committee – Work undertaken 2014/15**

## **THE REVIEW**

### **BACKGROUND**

Following the submission of topics by the public, Members and Directorate Service Heads (DSH) and the subsequent scoring exercise, the Corporate and Environmental Overview and Scrutiny Committee at its meeting on 16 July 2014 agreed to undertake a review on the topic 'A Market Strategy for Ormskirk Town Centre'. The title of the review was subsequently revised to 'A Market Town Strategy for Ormskirk'.

### **TERMS OF REFERENCE**

Members of the Committee agreed:

1. To undertake a review entitled 'A Market Town Strategy for Ormskirk', comprising the themed topics: 'The Market'; 'Car Parking'; 'The Environment and Special Features'; Leisure and the Night-time Economy'; 'Technology and Marketing' (including Tourism) and the contribution of Edge Hill University, as part of the work being undertaken in relation to the Ormskirk Town Strategy.
2. To make interim reports to Cabinet, if appropriate, in relation to the themed topics.
3. To present a report of the Committee's findings to Cabinet and Council, as appropriate.

### **Project Plan**

The Project Plan (Appendix 1) is reviewed at each meeting of the Committee and contains details including its Membership; Terms of Reference; Objectives (present and future), Resources, Reporting Arrangements and Support, Timescales and Information Gathered.

### **Membership of the Committee 2014/15**

**Chairman:** Councillor R Bailey

**Vice Chairman:** Councillor Mrs Blake

Councillors: Ashcroft, Mrs Baybutt, Delaney, Dereli, Devine, Mrs C Evans, Mrs R Evans, Fillis, G Hodson, J Hodson, L Hodson, Mrs Marshall, McKay Mee, Ms Melling, Wright and the late B Nolan.

### **Substitutes**

The following Members acted as substitute Members for one or more of the meetings held when considering the review:

Councillors: S Bailey, Barron, Delaney, Kay, O'Toole, Pryce-Roberts and Mrs Stephenson.

### **Work undertaken in 2014/15**

The first themed topic to be considered was 'The Market', the objectives (present) for which are appended below.

## **Objectives – The present**

### **1. 'The Market'**

- To understand the current arrangements of the market, including the existing layout of the market stalls, mix of traders and the aesthetics in relation to the style and look of the stalls.
- To understand the impact of the Moor Street improvement works on the current market layout.
- To explore the opportunities open to market traders, including those available to permanent traders / casual traders / start-up traders.
- To understand best practice from other thriving markets.

## **INFORMATION GATHERED**

### **Meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 16 July 2014 the Council Chamber, 52 Derby Street, Ormskirk**

Following consideration of the results of the scoring exercise, the Technical Services Manager, who attended the meeting, provided additional information on the topic idea that had scored the highest namely 'A Market Strategy for Ormskirk Town Centre'.

Members discussed, raised questions and comments in respect of:

- The position of a Market Strategy, for Ormskirk, as part of the work on the Economic Development Strategy.
- Proposals in relation to the development of Moor Street and its impact on current market arrangements.
- Managing Market Traders / Visitors expectations – response to current and future trends / ventures.
- Raising the profile of the Market – branding; mix of trades;
- Current arrangement and aesthetics of the market stalls;
- The market in relation to other North West markets – best practice /establishing its own profile.

Members agreed to undertake an in-depth study on 'A Market Strategy for Ormskirk Town Centre'.

### **Meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 23 October 2014 the Council Chamber, 52 Derby Street, Ormskirk**

#### **Presentation 1 – The Role of Ormskirk Town Centre Market**

Members considered information presented by the Technical Services Manager on the role of Ormskirk Town Centre Market.

In the presentation it was explained that the two days (Thursday and Saturday), on which Ormskirk market was operational, were distinctly different. Members considered the information circulated.

Reference was made to recent changes to the market layout including relocation of food traders' stalls from the Market Way car park, behind Moor Street, onto Moor Street itself that had resulted in those market traders reporting a rise in their food trade takings as well as an increased take up of food trade stalls. Other improvements over the past few years had included the provision of new stalls and covers.

The information presented (Table 1 & 2) showed that the Thursday market was currently well supported by traders, however, the number of permanent /casual stallholders trading on a Saturday was lower and the variety of commodities offered smaller. The main reasons suggested for this was the competition from other nearby local markets that also operated on Saturdays, which the Thursday traders attended, coupled with the variety of goods offered by those markets.

**Table 1: Number of stalls provided on each day and their occupancy**

	Day/Position	No. of stalls		
	THURSDAY	102		
	SATURDAY	101		
LAYOUT	MOOR STREET	55		
	AUGHTON STREET	42	(41 ON SATURDAY)	
	CHURCH STREET	5		
<b>Occupancy</b>	<b>Day</b>			
LICENSED TRADERS	THURSDAY	50	STALLS OCCUPIED	83
	SATURDAY	46	STALLS OCCUPIED	60
CASUAL TRADERS	THURSDAY	17	STALLS OCCUPIED	17
	SATURDAY	12	STALLS OCCUPIED	13

**Table 2: Commodities sold and mix of trades**

COMMODITY	STALLS THURSDAY	STALLS SATURDAY
Ladieswear	7	6
Bags	4	5
Bedding & Linen	4	4
Footwear	3	4
Menswear	7	4
Bread/Pies	3	2
Cakes	2	2
Cards	3	2
Coats & Outdoor Clothing	6	4
Fruit & Veg	4	2
Gifts	2	1
Household Goods	3	2
Jewellery & Watch Repair	1	1
Ladies Lingerie	4	2
Pet Supplies	2	2
Socks/Underwear etc.	6	6
Sweets	3	3
Towels	1	1
Blinds	1	1
Butchers	1	1
Cd's/DVD's/Games	0	1

Cheeses	1	1
Childrenswear	3	3
Cosmetics	2	1
Crockery	0	1
Dried Flowers	1	1
Flowers	0	1
Fresh Fish	1	1
Hair Accessories	1	1
Hot Food & Drinks	1	1
Material	2	0
Mobile Phone Accessories	1	1
Sportswear	2	0
<b>TOTAL</b>	<b>83</b>	<b>68</b>

Information was also provided in relation to the ‘The National picture – all markets’, extracted from the review, undertaken by the National Association of British Market Authorities (nabma), that through a survey carried out by the National Market Traders’ with their members, measured year on year changes in the performance of retail markets – comparing performance in March 2012 with March 2011 using a series of closed questions. (Table 3)

**Table 3 National (all markets) responses – detail 2012**

	Questions	Missing Responses	Decreased	Same	Increased	Grand Total
1	Total number of stalls let	1	88	78	112	352
		0%	32%	28%	40%	100%
2	Total number of traders standing	3	86	77	113	279
		0%	31%	28%	41%	100%
3	Number of market days	2	5	251	21	279
		0%	2%	90%	8%	100%
4	Footfall	83	62	89	45	279
		30%	22%	32%	16%	100%
5	Stall income	30	81	69	99	279
		11%	29%	25%	35%	100%
6	Operational/management staff employed	0	69	179	31	279
		0%	25%	64%	11%	100%
7	Profit/Loss (bottom line)	39	69	83	88	279
		14%	25%	30%	31%	100%
8	Trader turnover (sales)	167	49	46	17	279
		60%	18%	16%	6%	100%
9	Investment in market	51	40	122	66	279
		18%	14%	44%	24%	100%

Source: 2012 Retail Market Survey Report – The Market Alliance (nabma Oct 2012)

In relation to the aesthetics of the market, the Technical Services Manager referred to the potential use of “pop-up” / gazebo-type stalls, popular in other street markets. However, the practicalities and longevity of use of these types of stalls needed to be balanced against the, often blustery, weather conditions that existed in the location.

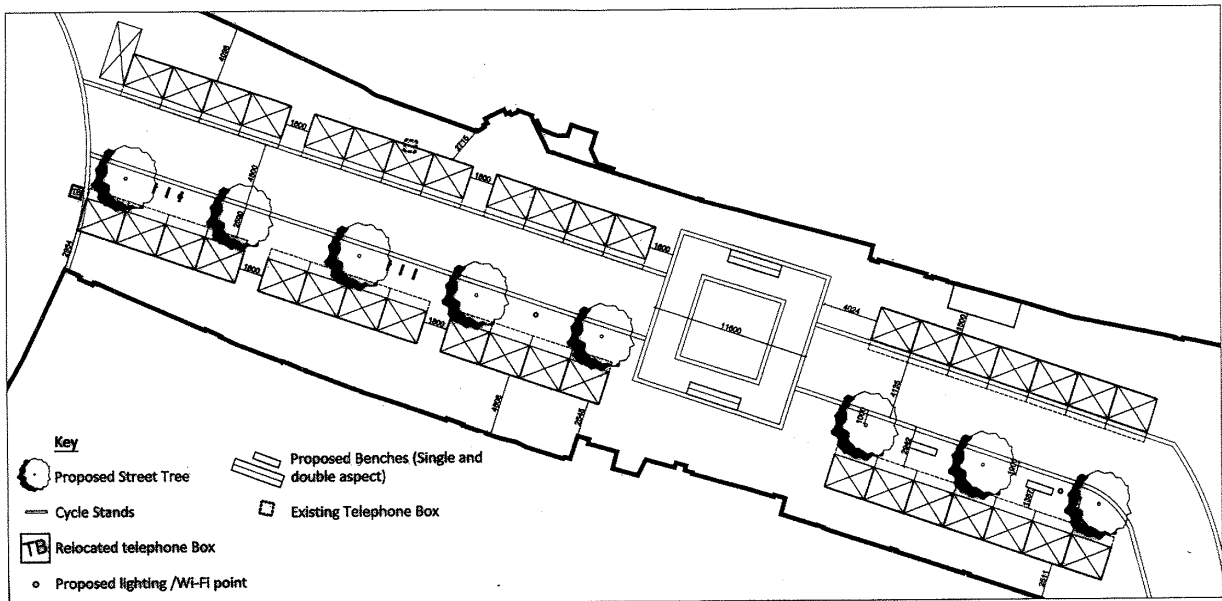
Reference was made to ‘The Environmental Improvement of Moor Street, Ormskirk’, supported by a visual example (Table 4) of how the Market stalls could be positioned on Moor Street on Market Days, that was providing an opportunity to look at:

- The impact of the Moor Street improvement works on the current market layout.

- The opportunities open to market traders, including those available to permanent traders / casual traders / start up traders.

**Table 4:**

**Proposed Layout [Market Day]**



**Summary**

- The above layout accommodates 39 stalls [4 less than existing market layout]
- No vehicles will be using the street during the time the market is on
- Stalls positioned to face inwards to maximise market atmosphere within the street
- The “pinch point” outside New Look and Clarks has been reduced, giving more space to get passed
- Seating, artwork and space for temporary events structure within “Events Space”

Additionally, it was reported that a revised Traffic Regulation Order would be sought as part of the Moor Street improvements restricting the movement of vehicles through Ormskirk Town Centre.

The review provided an opportunity to seek views in relation to:

- What type of layout should effectively be used? (back to back; one each side of street)
- Restricting vehicle access on Market Days.
- Consultation on proposals coming forward with Market Traders.
- Opportunities that could be afforded to Casual Traders.
- Attracting New Traders /commodities.
- Promoting Ormskirk Market as a destination.
- Creation of a “Events Space” in a central area of Moor Street.
- Improvements / knock-on effect on the town centre retailers.

Members discussed, raised questions and comments in relation to:

- Charges to Market Traders.
- Initiatives to attract more traders (examples included a regular “Continental Market”; “Local Produce” Market.)

- Prohibiting vehicles access through Ormskirk Town Centre (enforcement / restricted access during market operational times; provision of barriers or gates (Aughton Street); provision of clear signage.
- The changing face of the Town Centre (street scene; footfall; segregation of shared pedestrian/cycle routes; design of “safe” routes; opportunities for out-of-town shoppers (coach park; visitor parking; pick-up/drop-off points)
- Economic considerations – footfall; types of shops/retailers in the town centre; Ormskirk’s identity (“historic market town”); effect of national trends; the “shopping” experience.

**Meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 4 December 2014 in the Council Chamber, 52 Derby Street, Ormskirk**

Following an indication at the previous meeting a few Members of the Committee had met, together with the Chairman, to discuss further lines of enquiry for the Review and the following themes had been identified:

- The Market
- Car Parking
- The Environment and Special Features
- Leisure and the Night-Time Economy
- Technology and Marketing (including tourism)
- Contribution of the University (Edge Hill)

Also identified was an amendment to the title of the review to ‘A Market Town Strategy for Ormskirk’.

A discussion ensued on the merits/practicalities of undertaking a wider scoped review. Issues raised included:

- Timescales – impact on agreed timetable with Lancashire County Council (LCC) relating to the commencement of the scheduled improvement works in Moor Street and re-siting of the Market in the interim.
- Issues relating to the scope of the additional themes.
- Duplication of the scrutiny role of Executive Overview and Scrutiny Committee on the ‘Ormskirk Town Centre Strategy’, due to go out for consultation in January 2015.

It was therefore proposed that, subject to the proposed wider scope of the Review to include additional themes, that the current priority for the review continue to be the work related to Ormskirk Market, as set down in its Project Plan, in order to bring forward recommendations on it following completion of the Moor Street improvement works.

Issues discussed as part of the Moor Street work included:

- Re-siting of the Market whilst the Moor Street improvement works were taking place.
- Layout of the Market and stalls following completion of the scheduled work.
- Vehicle restrictions in the pedestrian area of the Town Centre – Traffic Orders; management (Market Days); enforcement; physical barriers (Moor Street; Aughton Street; Burscough Street; Church Street)

- Bringing forward ideas to increase footfall in the Town Centre.

The Technical Services Manager attended the meeting, provided an overview of the current position in relation to the Moor Street improvement works, responded to questions and provided clarification on issues raised, including those related to the current and future arrangements of Ormskirk Market. A summary of proposals (Table 5) on the environmental improvement of Moor Street was circulated.


**Table 5:**

Lancashire  
County Council

BCA Landscape


## The Environmental Improvement of Moor Street, Ormskirk

**Suggested Material Samples**




**Shop Thresholds**

- Yellow Rock Sandstone
- 120x80mm deep x random lengths
- Sawn and flame textured




**Market Place**

- Porphyry tumbled sets
- 80x80x80mm deep



**Channel/ Delineation**

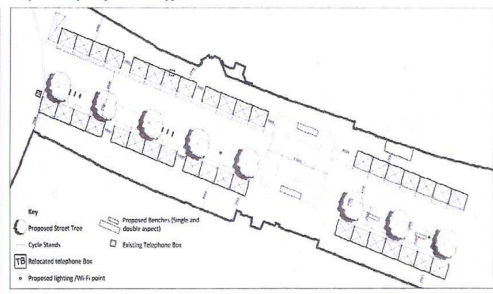
- "Poppy" Red Granite
- 250x100mm deep x random lengths



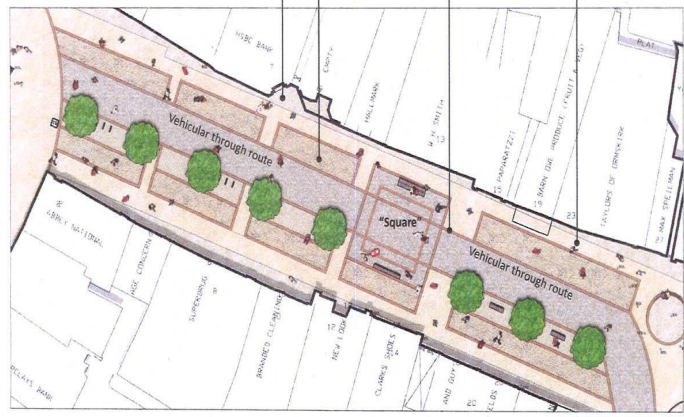
**Pedestrian "Footway"**

- Yellow Rock Sandstone
- 300x80mm deep x random lengths
- Flame textured

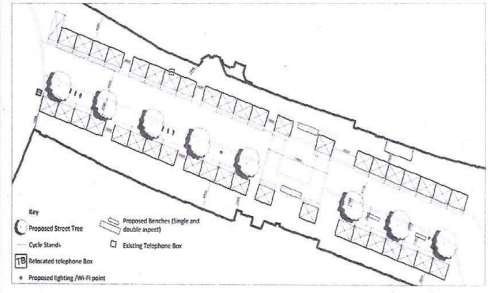
**Proposed Layout [Market Day]**



**Proposed Layout [Non Market Day]**



**Proposed Layout [Market Day] - Variation**



**Summary**

- Street trees create a green "Spine" to the street, framing views to the Clock Tower whilst bringing structure, shelter and seasonal interest
- High quality stone paving will co-ordinate with the adjacent Aughton Street whilst defining areas for seating, market stalls, vehicles etc
- Bespoke artwork will be integrated into the paving and street furniture to reinforce the character of Ormskirk
- Creation of a "Square" in the middle of the street increases the flexibility of the street for hosting events, social activities or market stalls
- Street furniture will be provided at regular intervals to maximise the comfort and convenience of the street

**The Proposals . . .**

- Agreed:**
1. Revision of the review title to 'A Market Town Strategy for Ormskirk'.
  2. 'The Market' be the priority theme going forward.
  3. Revision of the Project Plan populated to include, for future consideration, the "bite-size" themes:
    - (a) Car Parking
    - (b) The Environment and Special Features
    - (c) Leisure and Night-Time Economy
    - (d) Technology and Marketing (including tourism)
    - (e) Contribution by Edge Hill University.



## **Workshop 1: “The Market” held on 20 January 2015 in the Cabinet and Committee Room, 52 Derby Street, Ormskirk**

The workshop session provided an opportunity for Committee Members and invited Councillors to consider the future of the Market and the proposed Moor Street works to be undertaken in early 2015. The themes / questions addressed and summary of the group work are appended below:

### **Moor Street Improvement Works – siting/relocation of the Market**

The groups put forward siting options for relocation of the Market.

#### Sites identified

- Coronation Park
- Morrisons Car Park
- Retention in Town Centre (Church Street; Burscough Street)
- Rows of stalls in Aughton Street
- Council Car Park (behind Tesco)
- Council Car Park (Bus Station)
- Bus Station (with stalls on Moor Street to link)

**Conclusion:** Whilst there was no ‘perfect fit’ for an alternative site, the Bus Station Car Park was felt by the majority to be the best one.

### **The ‘Events Square’ – ideas for its use on market days.**

The introduction of an ‘Events Square’ was discussed, ideas for its use and the practicalities associated with the area that included:

- Should the space be covered? (semi-permanent, canopied) – weather dependent
- Is a dais required?
- Flexibility and management of the space?

#### Ideas consider for use included:

As a:

- ‘multi-functional’ area.
- ‘piazza’ area (night-time economy / bars?)

For:

- ‘specialists stalls’ (pop-up shop area for use on non-market days)
- ‘prestigious events’
- ‘themed’ events
- ‘musical’ festivals / events
- ‘street arts / street entertainers’ (clog dancers; university students)

Collaborative/partnership working:

- Chapel Gallery
- Edge Hill University (EHU) – utilising / linking with creative arts / media at EHU, street theatre; business school.
- Local Schools / College (West Lancashire College)
- Local Community Groups (Lions; Rugby; Football Clubs et al)
- Town Twinning Liaison
- LCC Cultural Department: Culture of Lancashire

**Conclusion:** 1. The space needs to be flexible and multifunctional in its use, be it for specialists' stalls, promotional events; entertainment (day and night), wider community use and embrace new technology.  
 2. Thought should also be given to whether the space should be semi or permanently covered.  
 3. The overall space must be well-managed.

**What are the differences between the Thursday and Saturday market? What could be done to improve the Saturday market?**

Each Market day and ideas/themes related to “improvements for change” and the look of the stalls / environment were discussed.

**Table: 6**

<b>Market Day</b>	<b>Perceptions</b>
Thursday	Shoppers attracted – women / ‘older’ visitors Judged to be Ormskirk’s ‘Market Day’
Saturday	Shoppers attracted – families / couples / younger visitors
	Number of empty stalls

Source: Group Work (Workshop Jan 2015)

**Improvements for change** (ideas / themes)

- Identify target audience
- Creation of a Unique Selling Point (USP)
- Re-branding of market day names (Thursday is ‘Gingerbread Market’)
- Setting a ‘theme’ (Marketing Lancashire: ‘Farmers Market (promoting local food / drink products); cluster stalls; specialists’ stalls (hog roast/paella)
- Re-think on stall-holder position (volume by ‘Taylors’; promotion of other positions – Saturday)

**Look of stalls / environment** (idea / themes)

- Attracting non-traditional / experimental stalls (vintage; crafts/jewellery; high quality/niche end; local sources products; ‘would be’ or ‘start up’ entrepreneurs).
- Themed – entry stall; core stalls; themed spaces/cluster stalls.
- Using ‘columns’: lighting; banner arms.
- Appearance (single coloured awnings (burgundy/red with Borough crest); striped awnings with scalloped edges; displays and management of individual stalls.
- Use of technology (lighting; light shows; screens)
- Trialling ‘pop-up’ stalls.

**Conclusion:** 1. The Moor Street improvement works were providing an opportunity to look at how the Market is identified and positioned both locally and in the wider community.  
2. Market research and publicity could assist in ascertaining information in relation to current, future use and attraction.

### **What about the aesthetics of the Market? (its overall appearance, layout/look of the stalls and accessibility)**

Improvements for change – linked to ideas already raised

- Stop passageways being blocked
- Colour code awnings by product; colour mark up for awning representatives
- Uniformity with all the stalls.
- Groups products together (cluster or similar products in designated areas – comparative shopping)
- Better seating arrangements
- Light shows
- Accommodate outside table and chairs in cafes
- More traditional layout (flexibility of spacing of stalls)

**Conclusion:** The overall opinion was that there should be uniformity in the stalls with matching canopies; clustering; better seating and landscaping.

### **Meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 19 February 2015 in the Council Chamber, 52 Derby Street, Ormskirk**

It was reported that the improvement works to Moor Street, being undertaken by Lancashire County Council, had commenced and that part of the Market had been relocated to the Bus Station Car Park for the duration.

### **Presentation 2 – Ormskirk Town Centre Strategy**

The Senior Planning Officer – Housing and Regeneration, Mr D Carr, provide an update on the consultation that was taking place on the draft Ormskirk Town Centre Strategy 2015 and copies of the questionnaire were made available at the meeting.

The presentation included reference to the:

- length of the consultation period (three months) scheduled to conclude on 14 April 2015.
- comprehensive consultation being undertaken – including a series of 6 exhibitions (at Edge Hill University, Chapel Gallery, Ormskirk Library and Morrisons); the distribution of letters to every business in the town centre and the strategy and electronic surveys available on-line; papers surveys and other promotional material; press release and the features in the economic newsletter and Lancashire Life.

- consultation with organisations including Love Ormskirk, Ormskirk Community Partnership; Key Landowners; Edge Hill University; Lancashire County Council (LCC), Parish Church, Market Traders, representatives from Business in the Community West Lancashire College, West Lancashire College.

It was stated that, although in the early part of the process, over 50 responses, electronic and paper, had been received. At the conclusion of the consultation process a report outlining the responses received with appropriate responses would be produced.

In discussion questions and comments were raised in relation to:

- Involvement with Liverpool City Port – exploring the potential of the Borough to a wider audience (for example cruise liner passengers).
- Advertising the importance of local historical connections to the wider history of England and the rich heritage of the Borough.
- Promoting Ormskirk as a tourist destination - exploring its future potential.

### **The Review 2015/16**

The Project Plan (Appendix A) gives details of proposals in relation to future meetings.

At the final meeting of the Committee for 2014/15 held on 19 February 2015 in relation to the next steps of the Review the proposals for the next meeting (Meeting 5 - 9 July 2015) were noted. These are set down below and contained in the revised Project Plan:

- To consider the updated the Project Plan
- To consider an interim report of the work undertaken in 2014/15.
- To receive a presentation from the Technical Services Manager and consider the theme 'Car Parking'.
- To identify/confirm the next steps in the review.

The Project Plan was further amended to allow consideration of 'Technology and Marketing' (including Tourism) at meeting 6 (October 2015) and Leisure and Night-time Economy at meeting 7 (December 2015).

### **Other Information**

Information that has assisted the work of the review and compilation of this interim report:

- The Environmental Improvement of Moor Street, Ormskirk – The proposals (*site diagram*)
- Ormskirk Town Centre Market – Statistical data (no. of stalls layout; licensed and casual traders) (*Table 1*)
- Ormskirk Town Centre Market – Commodity data (*Table 2*)
- National picture (all markets) – Statistical data (*National Association of British Markets (nabma)(Table 3)*)

- Ormskirk Town Centre – Proposed layout (Market Day) (*Table 4*)
- The Environmental Improvement of Moor Street, Ormskirk (*Table 5*)
- Draft Ormskirk Town Centre Strategy 2015-2025 (*Consultation Questionnaire*)
- Views of Ormskirk Market and other markets (Lichfields; Wakefield; Skipton; Workingham) (*Pictorial views*)
- 2012 Retail Market Survey Report – The Market Alliance (*Nabma Oct 2012*)  
<http://www.nabma.com/>

#### Minutes:

- Minutes of the meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 16 July, 23 October, 4 December 2014 and 19 February 2015.
- Notes of the Workshop Session held on 20 January 2015

#### Web links:

<http://skiptonmarket.net/>  
<http://www.stockport.gov.uk/services/leisureculture/visitstockport/stockportmarket/>  
<http://markets.sthelens.gov.uk/markets/earlestown-market/>  
<http://www.burymarket.com/>

<http://www.westlancs.gov.uk/news/january-news-2015/time-to-give-your-views-on-an-important-strategy-for-the-future-of-ormskirk-town-centre.aspx>

### **OFFICER SUPPORT**

Lead Officer: Dave Tilleray, Assistant Director Community Services

Scrutiny Support Officer: Cathryn Jackson, Principal Overview & Scrutiny Officer

Officers Reporting: Colin Brady, Technical Services Manager (Ormskirk Market; Car Parking)  
 2014/15 Dominic Carr, Senior Planning Officer – Housing and Regeneration (Ormskirk Town Centre)

Legal Officer 2014/15: Tina Sparrow, Principal Solicitor

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

There are no significant sustainability impacts associated with this report. There are links to the West Lancashire Economic Strategy that promotes the West Lancashire visitor economy and particularly the draft Ormskirk town centre strategy which is being developed to help deliver growth in Ormskirk Town Centre. The strategy will aim to address a number of issues and the areas being looked at as part of this review will add to that work that includes such topics as improving the appearance of the town centre, developing a brand which can be promoted to encourage visitors developing the evening/night time economy and improving access into and out of the town centre.

Lancashire County Council (LCC), are responsible for the works in Moor Street that has necessitated the move of part of the outdoor market in Moor Street to the Council run car park adjacent to the bus station. It is expected that following completion of these works the outdoor market will be set up in a new configuration in Moor Street.

The improvements put forward in this interim report aims to assist in the reinvigoration of the market and increase the footfall adding to the experience of Ormskirk as a visitor destination and work to help the Council deliver a strong and sustainable community.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

There are financial/resource implications arising from this report. The implementations of recommendations that may come forward at the conclusion of the review would have to be met from existing budgets.

## **RISK ASSESSMENT**

Risk assessment for any proposals that may come forward will be highlighted when the final review report is prepared.

## **Background Documents**

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

## **Equality Impact Assessment**

There will be a direct impact on members of the public, employees, elected members and / or stakeholders as a result of recommendations that may come forward at the conclusion of the review, if implemented. An EIA would be undertaken as part of that process.

## **Appendices**

- (1) Project Plan (as amended 19 February 2015)

**CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE – PROJECT PLAN**

Title: **A MARKET TOWN STRATEGY FOR ORMSKIRK**

**MEMBERSHIP:**

Chairman: Councillor Bailey                      Vice-Chairman: Councillor Mrs Blake  
 Councillors Ashcroft, Mrs Baybutt, Delaney, Dereli, Devine, Mrs C Evans,  
 Mrs R Evans, Fillis, G Hodson, J Hodson, L Hodson, McKay, Mrs Marshall,  
 Ms Melling, Wright

**TERMS OF REFERENCE**

1. To undertake a review entitled ‘A Market Town Strategy for Ormskirk’, comprising the themed topics: ‘The Market’; ‘Car Parking’; ‘The Environment and Special Features’; ‘Leisure and the Night-time Economy’; ‘Technology and Marketing (including Tourism)’ and the contribution of Edge Hill University, as part of the work being undertaken in relation to the Ormskirk Town Strategy.
2. To make interim reports to Cabinet, if applicable, in relation to the themed topics.
3. To present a final report of the Committee’s findings and recommendations to Cabinet and Council.

**OBJECTIVES**

The present –

**1. ‘The Market’**

- To understand the current arrangements of the market, including the existing layout of the market stalls, mix of traders and the aesthetics in relation to the style and look of the stalls.
- To understand the impact of the Moor Street improvement works on the current market layout.
- To explore the opportunities open to market traders, including those available to permanent traders / casual traders / start-up traders.
- To understand best practice from other thriving markets.

**2. ‘Car Parking’**

- To understand the current arrangements of the car parks serving the town centre, including location; number of spaces; access/proximity.

**3. ‘The Environment and Special Features’**

- To understand the composition and special character of Ormskirk and contribution/expectation of people who live, work and visit it.

**4. ‘Leisure and Night-Time Economy’**

- To understand Ormskirk’s leisure, visitor economy and contributing factors.

**5. ‘Technology and Marketing’ (including Tourism)**

- To understand Ormskirk’s heritage and contemporary setting, tourism (brand and visitor economy) and how marketed in the wider community.

**6. ‘Edge Hill University’**

- To understand the impact of the University on the town centre and its contribution to the economy of the town.

## **The future –**

To ensure that future approaches and facilities are developed to meet local needs and preserve the special character of a market town.

### **1. ‘The Market’**

- To ensure that the new Ormskirk market layout fits in with the proposed Moor Street improvements.
- To ensure the direction and priorities for the market will enable it to be both sustainable / competitive and also ensure that its development is in keeping with the aspirations of the Ormskirk Town Centre Strategy.
- To explore further opportunities to diversify, for example more specialist markets (crafts, foods etc.).

### **2. ‘Car Parking’**

- To ensure that car parks are fit for purpose to meet future needs.

### **3. ‘The Environment and Special Features’**

- To explore further opportunities to preserve the special character of Ormskirk as a market town and its impact on those who work, live and visit it.

### **4. ‘Leisure and Night-Time Economy’**

- To continue the work being undertaken to promote West Lancashire as a Visitor destination and the work undertaken through our partners.

### **5. ‘Technology and Marketing’**

- To continue to promote Ormskirk as a visitor destination and contribution to the work undertaken through various partners, including Marketing Lancashire and Love Ormskirk.

### **7. ‘Edge Hill University’**

- To continue the close association with Edge Hill University through established forums and other initiatives.

## **Comparison**

Understanding the position of market towns in other areas and how their economies are being revitalised through the development of distinctive retail, cultural and heritage offers.

## **Resources -**

- The Council’s Assistant Director Community Services will provide technical support and guidance, together with Officers from Regeneration. Officers from across the Authority, including Planning and Street Scene, to be consulted as appropriate.
- External contribution, as appropriate.
- Any funding requirements will be included in the final recommendations of the Committee.

## **INFORMATION**

<http://skiptonmarket.net/>

<http://www.stockport.gov.uk/services/leisureculture/visitstockport/stockportmarket/>

<http://markets.sthelens.gov.uk/markets/earlestown-market/>

<http://www.burymarket.com/>

<http://www.westlancs.gov.uk/news/january-news-2015/time-to-give-your-views-on-an-important-strategy-for-the-future-of-ormskirk-town-centre.aspx>



<b>Witnesses</b>		
<b>Who?</b>	<b>Why?</b>	<b>How?</b>
Others within the community that may be identified during the course of the review.	To provide feedback on opportunities/developments considered.	To be identified during the review
The Committee may wish to hear from:		
Relevant Portfolio Holders	Portfolio Holders whose remit includes the themes contributing to the Review.	Attendance at meetings as required.
<b>Site Visits</b>		
<b>Where?</b>	<b>Why?</b>	
To be identified during the Review.	To be identified during the Review.	
<b>ESTABLISH WAYS OF WORKING</b>		
<b><u>Officer Support</u></b>		
<p><b>Lead Officer (Corporate and Environmental Overview &amp; Scrutiny Committee) –</b>  Dave Tilleray, Assistant Director Community Services</p> <p><b>Scrutiny Support Officer (SSO) –</b> Cathryn Jackson, Principal Overview and Scrutiny Officer</p> <p><b>Legal Officer (LO) –</b> Tina Sparrow, Assistant Solicitor</p> <p><b>Officers reporting as and when required –</b>  Colin Brady, Technical Services Manager, Community Services.  Dave Tilleray, Assistant Director, Community Services, or Officers on his behalf.  Bob Livermore, Assistant Director Housing and Regeneration, or Officers on his behalf.  Ian Gill, Deputy Assistant Director Housing and Regeneration, or Officers on his behalf.  John Harrison, Assistant Director, Planning, or Officers on his behalf.  Graham Concannon, Assistant Director Street Scene, or Officers on his behalf.  Shaun Walsh, Transformation Manager, or Officers on his behalf.</p>		

## **Reporting Arrangements**

- The Assistant Director Community Services, or Officers on his behalf, will contribute, as appropriate, to aspects of the review relating to Ormskirk Town Centre Management, Market Strategy.
- The Assistant Director Planning, will contribute, as appropriate, to aspects of the review relating to the planning and development .
- The Assistant Director /Deputy Assistant Director - Housing and Regeneration will contribute, as appropriate, to aspects of the review relating to the Ormskirk Market Strategy.
- The Assistant Director Street Scene will contribute, as appropriate, to aspects of the review relating to maintenance of the environment (street scene, grounds maintenance)
- The Transformation Manager will contribute, as appropriate, to aspects of the review relating to consultation and community engagement.
- The Lead Officer (Assistant Director Community Services)/Principal Overview and Scrutiny will co-ordinate the generic elements of the review and submit progress reports as required.
- The Corporate and Environmental Overview and Scrutiny Committee to submit its final report and recommendations to Cabinet and Council Feb/March 2016 and Council in April 2016.

## **TIME SCALES**

### **Meeting 1 – 16 July 2014**

- Introduction on the theme of the topic from the Technical Services Manager, Community Services.
- Review confirmed to commence 2014/15.

### **Meeting 2 - 23 October 2014**

- To consider the role of Ormskirk Town Centre Market, the co-ordinated approach of local partnerships in relation to the topic area and to debate strengths and weaknesses of current approaches.
- To agree the Project Plan.
- To identify the next steps in the project.

### **Meeting 3 - 4 December 2014**

- To. consider an update from the Technical Services Manager.
- To agree and review the Project Plan.
- To identify the next steps.

### **Workshop Session – 20 January 2015. “The Market”**

### **Meeting 4 – 19 February 2015**

- To receive feedback from the Workshop Session.
- To receive a presentation by, or on behalf of, the Deputy Assistant Director Housing and Regeneration on the consultation currently being undertaken in relation to Ormskirk Town Centre Strategy.
- To identify the next steps.
- To review the Project Plan.

**Meeting 5 - 9 July 2015**

- To consider the updated the Project Plan
- To consider an interim report of the work undertaken in 2014/15.
- To receive a presentation from the Technical Services Manager and consider the theme 'Car Parking'.
- To identify/confirm the next steps in the review.

**Meeting 6 – 15 October 2015**

- To consider reports/presentations, as applicable, on the theme 'Technology and Marketing (including Tourism) on behalf of the Assistant Director Housing and Regeneration and Transformation Manager with consideration also of the theme 'Edge Hill University'
- To identify/confirm the next steps in the review.
- To review the Project Plan

**Meeting 7 – 3 December 2015**

- To consider reports/presentations, as applicable, , on the theme 'Leisure and the Night-time Economy' on behalf of the Assistant Directors Community Service and Housing & Regeneration.
- To identify/confirm the next steps in the review.
- To review the Project Plan

**Workshop Session, if required – January 2016****Meeting 8 – 15 February 2016**

- To receive feedback from the Workshop Session, if required.
- To consider an interim report of the work undertaken in 2015/16.
- To identify/confirm the next steps of the review.
- To review the Project Plan

**Meeting 9 - ??July 2016**

- To consider any identified outstanding final aspects of the review.
- To review the Project Plan.

**Meeting 10 - ?? October 2016**

- To agree draft final report and final recommendations for submission to Cabinet and Council, if applicable, in November/December 2016

**Cabinet – ?? November 2016**

- Submission of the final report.

**Council – ?? December 2016**

- To receive the final report, if applicable.

**INFORMATION GATHERED**

16 July 2014	The Environmental Improvement of Moor Street, Ormskirk – The proposals (site diagram)
23 October 2014	Ormskirk Town Centre Market – Statistical data (no. of stalls layout; licensed and casual traders.
23 October 2014	Ormskirk Town Centre Market – Commodity data
23 October 2014	National picture (all markets) – Statistical data (nabma)
20 January 2015	Ormskirk Town Centre – Current and proposed layout (Market Day)
20 January 2015	Pictorial views of Ormskirk Market and other markets (Lichfield; Wakefield; Skipton; Wokingham;
19 February 2015	Draft Ormskirk Town Centre Strategy 2015-2025 – Consultation Questionnaire


**CONCLUSION**

**RECOMMENDATIONS**

**REVIEW DATE – Usually 6 months after final review report submission. ?? July 2017**