

MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

	General		
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest because it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or a connected person or, a body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/> <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i> <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 16/7/12) or a pecuniary interest but it relates to the functions of my Council in respect of: (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease. (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends. (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay. (iv) An allowance, payment or indemnity given to Members (v) Any ceremonial honour given to Members (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>You may speak and vote</i> <i>You may speak and vote</i>
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: Ashcroft (Vice Chairman)

Mrs Atherley	J Hodson
S Bailey	Jones
Barron	Kay
Mrs Blake	O'Toole
Bell	Pendleton
Furey	Savage
Gagen	Wilkie

In attendance:

Councillors: Forshaw (Portfolio Holder Planning)
Mrs Houlgrave (Portfolio Holder Housing and Transformation)
Westley (Leader of the Council)
Mee

Officers: Assistant Director Housing and Regeneration (Mr B Livermore)
Borough Solicitor (Mr T Broderick)
Deputy Borough Treasurer (Mr M Kostrzewski)
Strategic Planning & Implementation Manager (Mr P Richards)
Housing Operations Manager (Mrs L McGarry)
Principal Overview and Scrutiny Officer (Mrs C A Jackson)

73. APOLOGIES

There were no apologies for absence.

74. MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 2, Members noted the termination of Councillors Blane and Oliver and the appointment of Councillors Mrs Blake and J Hodson for this meeting only, thereby giving effect to the wishes of the Political Groups. The notification of permanent appointment of Councillor Barron in place of Councillor Owens was also noted.

75. URGENT BUSINESS

There were no items of urgent business.

76. DECLARATIONS OF INTEREST

1. Councillors Ashcroft, Mrs Atherley, Bell, Mrs Blake, J Hodson, Jones and Kay declared a non-pecuniary interest in Agenda item 10 (Medium Term GRA Capital Programme), in relation to Parish Council matters, arising from their membership of a Parish Council.

2. Councillor Bell's non-pecuniary declaration in relation to agenda item 9 (Yew Tree Farm Final Masterplan Adoption) arising from his membership of Burscough Parish Council, was noted. As previously advised, prior to becoming a Councillor he and his wife had made representations on the Local Plan Preferred Options in relation to Yew Tree Farm but he did not consider himself to have predetermined issues in this regard.
3. Councillor Pendleton, declared a non-pecuniary interest during consideration of the Agenda Item 7 (Relevant Minutes of Cabinet 13 January 2015) – Minute 59 (192-198 Ennerdale, Skelmersdale (former Tanhouse Office) arising from his association with the Tanhouse Community Enterprise.

77. DECLARATIONS OF PARTY WHIP

There were no declarations of a Party Whip.

78. MINUTES

RESOLVED: That the minutes of the meeting held on 27 November 2014 be received as a correct record and signed by the Vice Chairman.

79. RELEVANT MINUTES OF CABINET

Consideration was given to the minutes of the Cabinet held on 13 January 2015.

Questions and comments were raised in respect of the following item:

Minute 59 (192-198 Ennerdale, Skelmersdale (former Tanhouse Office) – Deferred decision.

RESOLVED: That the minutes of the Cabinet meeting held on 13 January 2015 be noted.

80. CALL IN ITEMS

There were no items under this heading.

81. YEW TREE FARM FINAL MASTERPLAN ADOPTION

Consideration was given to the report of the Assistant Director Planning as set down at pages 665 to 1038 and also page 1095 of the Book of Reports, that sought the views of the Committee on the Yew Tree Farm Final Masterplan document, prior to its publication, following consideration by Cabinet at its meeting on 13 January 2015. Appendix H (Minute 61) details the decision of Cabinet. The views of the Planning Committee, following consideration of the matter at its meeting on 22 January 2015, Appendix I (Minute 63), were circulated at the meeting.

The Strategic Planning and Implementation Manager attended the meeting and provided a summary of the processes involved to bring the documentation forward and the amendments / additions that had been made as a result of the widespread consultation process that had taken place. He also provided clarification in response to the views of the Planning Committee.

Members raised comments and questions in relation to:

- Revised Safeguarding Plan – clarification of revised safeguarded land (north-west corner) and use of the label “protected views”.
- Drainage System – impact of surface water flooding; wider flooding concerns in Burscough; issues related to the introduction / use of man-made drainage systems.
- Highway issues – responses to residents’ concerns; reassurance proposals adhered to; impact of traffic on surrounding roads; management of traffic through the site.
- Affordable Housing – allocation within the residential development.
- Local Plan – Large site applications -‘open’ site visits.

The Strategic Planning and Implementation Manager provided clarification on issues raised referencing details set down in the report.

The Portfolio Holder Planning and Development, who was in attendance, with the permission of the Vice Chairman (Chairman of the meeting) responded to questions put to him and made an undertaking, that when future Borough high density planning applications come forward, the Chairman of the Planning Committee would be asked to issue an invitation to arranged site visits to all Members.

RESOLVED: That, as a consequence of consideration of this item and the documentation, the following agreed comments be referred to the Assistant Director Planning for consideration in consultation with the Portfolio Holder Planning and Development:

1. “The final paragraph in the Council Response on Traffic, Highways and Transport (Consultation Summary Report – Draft Masterplan Yew Tree Farm, Burscough, page 7) to read:

The Council is satisfied that the principles set out within the Final Masterplan, along with the additional detailed work required at planning application stage, will ensure measures are delivered to help mitigate the impacts of traffic on the local highway network and where possible, to improve the current impact of traffic, whilst encouraging greater use of alternatives to car use such as cycling, walking and public transport.

2. That the term “protected views” (as indicated on the ‘Revised Safeguarding Plan’) be removed or reworded and, for consistency, a reassurance that the principle, related to it, is adequately reflected within the documentation.”

82. MEDIUM TERM GRA CAPITAL PROGRAMME

Consideration was given to the report of the Borough Treasurer as contained on pages 1039 to 1047 of the Book of Reports which set out a number of options for determining the medium term capital programme.

The Deputy Borough Treasurer attended the meeting, provided an overview and clarification, referencing details as set down in the report.

RESOLVED: That the report be noted.

83. HOUSING ACCOUNT - REVENUE AND CAPITAL PROGRAMME

Consideration was given to the report of the Assistant Director Housing and Regeneration that provided a summary of the budget position in relation to the Housing Account for the next financial year and a basis for consultation prior to consideration and agreement of a budget by the Council at its meeting to be held on 25 February 2015.

Members raised comments and questions in relation to:

- Lancashire County Council (LCC) Supporting People Grant – impact of anticipated reduction next year – additional / replacement / alternative funding streams.
- Impact of Welfare Reform – staffing arrangements; resources to provide Officer help/assistance within the community to tenants.
- Right to Buy (RTB) – downturn in sales (reasons).
- Garages – proposals relating to garage strategy.
- Rent & Money Advice – reasons relating to reduction in budget for 2015/16.
- Lifts – Marlborough and Evenwood Court – proposals.
- Estates – budgeting for environmental improvements (landscaping; opportunities to up-lift areas).
- Painting Programme – future years programme.

The Assistant Director Housing and Regeneration provided clarification on issues raised, detail in relation to the consultation process and responded to questions.

RESOLVED: That the report be noted.

84. GENERAL REVENUE ACCOUNT BUDGET 2015-2016

Consideration was given to the report of the Borough Treasurer as contained on pages 1071 to 1078 of the Book of Reports which provided a summary of the current General Revenue Account (GRA) Budget position and sought the views, of the Committee, prior to consideration of the budget for 2015-2016 at the Council meeting on 25 February 2015.

The Deputy Borough Treasurer attended the meeting, provided an overview and clarification referencing details as set down in the report.

RESOLVED: That the report be noted.

85. ORGANISATION RE-ENGINEERING REPORT - LANDLORD SERVICES - PROJECT UPDATE

Consideration was given to the report of the Assistant Director Housing and Regeneration, as contained on pages 1079 to 1093 of the Book of Reports, that provided an update in relation to the implementation of the recommendations, as set down in the OR (Landlord Services (Voids & Allocation; Estates Management & Rent and Money Advice) Management Report (OR Report – Landlord Services), previously approved by Cabinet at its meeting on 16 September 2014 and following a request by this Committee, for further information in relation to it.

In discussion comments and questions were raised in relation to:

- Housing Advice – Methods of communication; specialist advice from housing teams..
- Self-service system – moving service to the web-site; assistance to tenants and customers in the use of the technology, particularly in relation to UC (access to the electronic service within the community; Officer support); future investment.
- Customer Contact Centre – response times; training.

The Housing Operations Manager – Public Sector Housing attended the meeting and gave an overview and provided clarification in relation to the implementation of the recommendations as set down in the OR Report – Landlord Services.

The Assistant Director Housing and Regeneration responded to questions making reference to the challenges facing future service delivery.

RESOLVED: That the report be noted.

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Chairman

CABINET**HELD: 17 MARCH 2015**

Start: 7.30pm

Finish: 8.20pm

PRESENT:

Councillor: D Westley (Leader of the Council, in the Chair)

Portfolio

Councillors:

M Forshaw	Planning and Development
P Greenall	Deputy Leader and Street Scene
D Griffiths	Town and Village Centres
Mrs J Houlgrave	Housing and Transformation
D Sudworth	Health, Leisure and Community Safety
D Whittington	Resources

In attendance: Councillors Dereli, Gagen, J Hodson, Moran, Oliver, Pendleton
CouncillorsOfficers:
Managing Director (People and Places) (Mrs G Rowe)
Managing Director (Transformation) (Ms K Webber)
Assistant Director Housing & Regeneration (Mr B Livermore)
Assistant Director Community Services (Mr D Tilleray)
Assistant Director Planning (Mr J Harrison)
Borough Treasurer (Mr M Taylor)
Borough Solicitor (Mr T Broderick)
Transformation Manager (Mr S Walsh)
Principal Member Services Officer (Mrs S Griffiths)**73. APOLOGIES**

There were no apologies for absence.

74. SPECIAL URGENCY (RULE 16 ACCESS TO INFORMATION PROCEDURE RULES)/URGENT BUSINESS

There were no items of special urgency.

75. DECLARATIONS OF INTEREST

- 1) Councillor Westley declared a non-pecuniary interest in agenda item 5(p) Roll of Honour, War Memorial, Coronation Park as a Trustee of the George Walmsley Blundell 1924 Indenture Group.
- 2) Councillor Sudworth declared a non-pecuniary interest in agenda item 7(b) Disposal of land at Hartland, Birch Green, Skelmersdale as a family member attends the Arts Centre.

76. MINUTES

RESOLVED That the minutes of the Cabinet meeting held on 13 January 2015 be approved as a correct record and signed by the Leader.

77. MATTERS REQUIRING DECISIONS

Consideration was given to the reports relating to the following matters requiring decisions as contained on pages 3017 – 3482 and 3513 – 3517 of the Book of Reports.

78. ORGANISATIONAL RE-ENGINEERING - LEGAL AND DEMOCRACY

Councillor Whittington introduced the joint report of the Borough Solicitor and Transformation Manager which presented the findings and recommendations for savings and service improvements contained within the CPC Project Service LLP Organisational Re-Engineering Review of Legal and Member Services Report.

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 OR Report at Appendix 1 to the report be noted and staff thanked for their participation.
 - B. That the recommendations set out in Paragraph 1.15.1 'Member Services' and 1.15.2 'Legal Services' of the OR Report at Appendix 1 of the report be implemented by the Borough Solicitor as set out in the Action/Comments Columns of Appendices 2, 3A and 3B of the report respectively, subject to C. and D. below.
 - C. That to enable implementation of the recommendations referred to in B. above: (a) the short term post of "Practice Administrator" be created at PO3 for a period of two years, and (b) a sum of £65,000 in relation to implementation of Modern Gov, the development of Iken, and Iken training be provided, those costs to be met from the Major Projects Reserve, with any further resources being subject to the preparation of a business case and approval through the usual processes.
 - D. That the use of Kalamazoo paper for minutes be continued.

79. AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT

Councillor Forshaw introduced the report of the Borough Planner which recommended approval of the draft Affordable Housing Supplementary Planning Document (SPD) for public consultation in May/June 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 draft Affordable Housing SPD at Appendix A to the report be approved for public consultation, subject to any amendments made by the Assistant Director Planning, in consultation with the Portfolio Holder, as per resolution B. below.
 - B. That the Assistant Director Planning, be authorised, in consultation with the Portfolio Holder, to make any necessary amendments to the Affordable Housing SPD, in the light of agreed comments from Planning Committee, before the document is published for consultation.

80. DEVELOPMENT IN THE GREEN BELT SUPPLEMENTARY PLANNING DOCUMENT

Councillor Forshaw introduced the report of the Assistant Director Planning which recommended approval of the draft Development in the Green Belt Supplementary Planning Document (“the Green Belt SPD”) for public consultation in May June 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 draft Green Belt SPD at Appendix A to the report be approved for public consultation, subject to any amendments made by the Assistant Director Planning, in consultation with the Portfolio Holder, as per resolution B. below.
 - B. That the Assistant Director Planning, be authorised, in consultation with the Portfolio Holder, to make any necessary amendments to the Green Belt SPD, in the light of agreed comments from Planning Committee, before the document is published for consultation.

81. SEFTON LOCAL PLAN - PUBLICATION STAGE

Councillor Forshaw introduced the report of the Borough Planner which sought authority to submit representations regarding the Sefton Local Plan and endorsement of a letter to Sefton Council in relation to the Duty to Co-operate.

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 Representations attached at Appendix A to the report be submitted to Sefton Council.
 - B. That the Duty to Co-operate letter attached at Appendix B to the report be submitted to Sefton Council.
 - C. That the Assistant Director Planning, be authorised, in consultation with the Portfolio Holder, to make any necessary amendments to the Representations and Duty to Co-operate letter agreed at resolutions A. and B. in the light of agreed comments from Planning Committee, before the representations and letter are submitted.
 - D. That call-in is not appropriate for this item as the consultation closes on 27 March 2015.

82. ARTICLE 4(2) DIRECTIONS - FULWOOD AND DOUGLAS AVENUE CONSERVATION AREA, TARLETON AND JUNCTION LANE CONSERVATION AREA, BURSCOUGH

Councillor Forshaw introduced the report of the Borough Planner which sought authorisation to make new Article 4(2) Directions in Fulwood and Douglas Avenue Conservation Area, Tarleton and Junction Lane Conservation Area, Burscough.

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 Article 4(2) Directions in Fulwood and Douglas Avenue Conservation Area and Junction Lane Conservation, as identified in Appendices A, B and C appended to this report, be approved.
 - B. That the Assistant Director Planning issue the Article 4(2) Directions, carry out the notification and relevant consultations referred to in paragraph 6.1 of the report and report back to a future Cabinet to confirm the Directions.

83. SKELMERSDALE & UP HOLLAND (RE) CYCLE TO WORK SCHEME

Councillor Forshaw introduced the report of the Borough Planner which provided an update on the progress of the (re) cycle to work scheme.

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 success of the pilot scheme be noted and the scheme be continued.
 - B. That delegated authority be granted to the Assistant Director Planning, in consultation with the Portfolio Holder for Planning & Development, to review and as required, amend the terms of the scheme, including membership criteria and operational management.
 - C. That S106 money from the Walkers (Pimbo) development continue to be used to support this service.
 - D. That S106 money from Maple View is used to extend the (re)Cycle to Work scheme to serve the White Moss Business Park.

84. USE OF SECTION 106 MONIES IN UP HOLLAND, HESKETH BANK AND DOWNHOLLAND

Councillor Sudworth introduced the joint report of the Assistant Director Community Services and the Assistant Director Planning which considered proposals regarding the use of Section 106 monies received from housing developers for the enhancement of public open space and recreation provision in Up Holland, Hesketh-with-Beconsall and Downholland.

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 proposed project to provide new recreational facilities to include a fenced play area aimed at 5-12 years, picnic facilities, seating and fishing platforms at Chequer Lane, Up Holland be approved and the Section 106 commuted sum of £64,631 generated in Up Holland be made available for this project.
 - B. That the proposal to provide new and improved play equipment at Shore Road and Station Road, Hesketh Bank be approved and the Section 106 commuted sum of £8,016 generated in Hesketh-with-Beconsall be made available for this project.
 - C. That the proposal to provide new and improved play equipment on Jubilee field, Downholland and boardwalks, interpretation panel, bench and table in Haskayne Cutting, Haskayne be approved and the Section 106 commuted sums of £13,972 and £3,700 respectively generated in Downholland be made available for these projects.

85. QUARTERLY PERFORMANCE INDICATORS Q3 2014-2015

Councillor Whittington introduced the report of the Transformation Manager which presented performance monitoring data for the quarter ended 31 December 2014.

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 December 2014 be noted.
 - B. That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 19 February 2015.

86. CORPORATE PERFORMANCE MANAGEMENT 2015-2016

Councillor Whittington introduced the report of the Transformation Manager which sought approval of the Suite of Performance Indicators for adoption as the Council's Corporate PI Suite for 2015/16.

A motion from Councillor Whittington was circulated at the meeting.

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

- RESOLVED
- A. That the Suite of Performance Indicators 2015/16 at Appendix A of the report and targets identified be approved as being the most important in terms of delivering the Council's corporate priorities and adopted as the Council's Corporate PI Suite 2015/16, subject to the following amendments:-
 - i) the following Performance Indicators to presented as 'data only'
CIT01, CIT02, CIT03, CIT04, CIT05, CIT06, CIT07, CIT08, CIT12, CIT13, CIT14, WL08a, WL18, N1155, N1154, N1159
 - ii) the deletion of Performance Indicators WL117 & WL118
 - iii) the retention of Performance Indicator WL24 with an annual target of 50%
 - B. That the Transformation Manager, in consultation with the relevant Portfolio Holders, agree the targets for the Revenues & Benefits and ICT Services once proposed via the shared services contractual process.

- C. That the Transformation Manager, in consultation with the Portfolio Holder for Resources & Transformation, be authorised to finalise and amend the suite having regard to comments from Executive Overview and Scrutiny Committee made on 1 April 2015, and to make any amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.
- D. That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 1 April 2015.

87. BUSINESS PLAN 2015/18

Councillor Whittington introduced the joint report of the Managing Director (People and Places) and the Managing Director (Transformation) which sought approval for the "Business Plan 2015-18".

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 "Business Plan 2015-18" attached as Appendix A to the report be approved and referred to Council for adoption.
 - B. That authority is given to the Managing Directors to make any final amendments to the document, prior to publication.
 - C. That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.

88. REVENUE BUDGET MONITORING

Councillor Whittington introduced the report of the Borough Treasurer which provided a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

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 financial position of the GRA be noted including the position on reserves and balances.

- B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.

89. HRA AND CAPITAL INVESTMENT PROGRAMME MONITORING 2014/2015

Councillor Houlgrave introduced the joint report of the Assistant Director Housing and Regeneration and the Borough Treasurer which provided an update on the Housing Revenue Account (HRA) and Capital Investment Programme.

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 financial position of the Revenue Account and the Capital Investment Programme be noted.
- B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.

90. CAPITAL PROGRAMME MONITORING

Councillor Whittington introduced the report of the Borough Treasurer which provided an update on the current position of the 2014/2015 Capital Programme.

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 current position in respect of the 2014/2015 Capital Programme be noted.
- B. That the uses of the Environmental/Town and Village Centre Improvement Fund set out in Appendix C of the report be noted and endorsed.
- C. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.

91. REVIEW OF ANTI-MONEY LAUNDERING POLICY

Councillor Whittington introduced the report of the Borough Treasurer which set out the results of a review of the Council's Anti-Money Laundering Policy and Guidance and Procedure Notes.

A motion from Councillor Whittington was circulated at the meeting.

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

RESOLVED That the updated Anti-Money Laundering Policy and Guidance and Procedure Notes, as set out in Appendices 1 and 2 to the report be endorsed, subject to:

“Guidance & Procedure Notes (Appendix 2) 4th paragraph – substitute ‘will’ for ‘can’ in the last line.

92. CHAPEL GALLERY ACCESS IMPROVEMENTS/ GRANT FUNDING

Councillor Sudworth introduced the report of the Assistant Director Community Services which sought approval for the acceptance of an award of an Arts Council grant in order to improve access and development of the first floor of the Chapel Gallery/Community Centre. The Borough Treasurer advised on the Council resolution to approve the relevant funding.

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

RESOLVED A. That, in order to meet the allocation requirements of the awarding body that the grant award of £127,360 be accepted.

B. That a planning application be submitted to enable the construction work to commence, if applicable, in due course.

93. ROLL OF HONOUR, WAR MEMORIAL, CORONATION PARK

Councillor Forshaw introduced the joint report of the Assistant Director Community Services and the Assistant Director Planning which considered Phase II of the re-location of the Ormskirk War Memorial, Coronation Park, and sought approval for the approach to be taken in regard to the addition of the names of the servicemen to be included on the memorial plaques.

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 roll of honour engraved upon the new Ormskirk War Memorial be transcribed directly from the names on the memorial plaque recovered from the Comrades of the Great War Club.
 - B. That the inscriptions shown in Appendix 1 of the report be added to the new war memorial.

94. WEST LANCASHIRE ECONOMIC DEVELOPMENT STRATEGY 2015-2015

Councillor Westley introduced the report of the Assistant Director Housing & Regeneration which advised on the outcome of the consultation exercise in relation to the draft West Lancashire Economic Development Strategy and sought agreement of the final version of the Strategy.

The Assistant Director Housing & Regeneration circulated an addendum to Appendix A to the report and revised recommendations in the light of late comments received from the NFU.

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

- RESOLVED
- A. That the West Lancashire Economic Development Strategy 2015-2025 be approved for adoption, incorporating the proposed changes highlighted within Part 1 of Appendix A to the report.
 - B. That the Assistant Director Housing and Regeneration be authorised to make minor amendments to the Strategy to correct any typographical or factual errors prior to the printing and implementation of the Strategy.
 - C. That the Assistant Director Housing and Regeneration be authorised to implement the West Lancashire Economic Development Strategy 2015-2025.
 - D. That the Assistant Director Housing and Regeneration be authorised to make further minor changes to the document to reflect the role of agriculture in the Borough following late comments received from the NFU.

95. EXCLUSION OF PRESS AND PUBLIC

RESOLVED That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of that Act and as, in all the circumstances of the case, the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

96. MATTERS REQUIRING DECISIONS

Consideration was given to the reports relating to the following matters requiring decisions as contained on pages 3483 – 3512 of the Book of Reports.

97. SITE OF THE FORMER HOPE HIGH SCHOOL, TANHOUSE, SKELMERSDALE

Councillor Westley introduced the report of the Assistant Director Housing and Regeneration which advised on the approach of Lancashire County Council in relation to a land swap at the above-mentioned site, and sought authority to enter into a memorandum of understanding if deemed to be appropriate.

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 proposal received from Lancashire County Council be noted and the Assistant Director Housing and Regeneration be authorised to enter into negotiations with Lancashire County Council (and their strategic development partner Eric Wright) to secure an enhanced area of Public Open Space and a capital receipt.
 - B. That the Assistant Director Housing and Regeneration be authorised to enter into a Memorandum of Understanding with Lancashire County Council if this is considered to be in the best interests of West Lancashire Borough Council

98. DISPOSAL OF LAND AT HARTLAND, BIRCH GREEN, SKELMERSDALE

Councillor Mrs Houlgrave introduced the joint report of the Assistant Director Housing and Regeneration and the Assistant Director Community Services which sought approval to dispose by way of a lease of Council owned land in order to assist with the development of a Foyer for young people in West Lancashire.

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 Assistant Director Housing and Regeneration and Assistant Director Community Services be authorised to transfer the land shown hatched and shown stippled on the plan at Appendix B to the report the Birchwood Centre by way of a lease for less than the best consideration that can reasonably be obtained.
 - B. That the Assistant Director Housing and Regeneration and Assistant Director Community Services be authorised to take all necessary action and to enter into all necessary documentation to enable transfer of the land shown hatched and shown stippled on the plan at Appendix B to the report to the Birchwood Centre.

Note

No representations had been received in relation to the above items being considered in private.

.....
LEADER



AGENDA ITEM: 9

CABINET: 17 March 2015

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
1 April 2015**

Report of: Transformation Manager

Relevant Head of Service: Managing Director (Transformation)

Relevant Portfolio Holder: Councillor D Whittington

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

SUBJECT: CORPORATE PERFORMANCE MANAGEMENT 2015/16

Borough wide interest

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the Suite of Performance Indicators (Appendix A) to be adopted as the Council's Corporate PI Suite 2015/16.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Suite of Performance Indicators 2015/16 (Appendix A) and targets identified be approved as being the most important in terms of delivering the Council's corporate priorities and adopted as the Council's Corporate PI Suite 2015/16.

2.2 That the Transformation Manager, in consultation with the relevant Portfolio Holders, agree the targets for the Revenues & Benefits and ICT Services once proposed via the shared services contractual process.

2.3 That the Transformation Manager, in consultation with the Portfolio Holder for Resources & Transformation, be authorised to finalise and amend the suite having regard to comments from Executive Overview and Scrutiny Committee made on 1 April 2015, and to make any amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.

2.4 That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 1 April 2015.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

- 3.1 That the Committee consider the Suite of Performance Indicators 2015/16 (Appendix A) and agree comments as appropriate.
-

4.0 BACKGROUND

- 4.1 The corporate suite of performance indicators is reported to demonstrate performance against the priorities agreed by Members through the Business Plan. The suite will help the authority understand how well it is performing and provide information as to whether the organisation is on track to achieve the priorities.
- 4.2 As part of the development of the *Business Plan 2015-18*, a review of the 2014/15 suite of performance indicators was undertaken. The review resulted in:
- the revision to some targets (indicated in the Appendix)
 - the removal of *WL24 % Building regulations applications determined within 5 weeks*

The proposed suite for 2015/16 is attached at Appendix A.

- 4.3 It is recommended that targets for performance in 2015/16 are set to be challenging but realistic. In most cases this means that targets are maintained as for 2014/15, but where circumstances suggest that PIs/targets need to vary then an explanation for the proposed change is provided in the table.
- 4.4 As in previous years, PI targets are reviewed and agreed with Heads of Service and Portfolio Holders prior to submission to committee.
- 4.5 There are 55 proposed performance indicators within the suite. Of these, 34 are the 'key performance indicators' which will be reported to Members on a quarterly basis as indicated in the Appendix. Performance improvement plans will be provided where actions can be expected to make a difference to future outturn or provide further detail on any underperformance. The remainder of the PIs will be reported annually. The full suite outturn will be reported with the Annual Business Plan Report.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 5.1 The information set out in this report aims to help the Council to 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 significant financial or resource implications arising from the recommendations within this report.

7.0 RISK ASSESSMENT

- 7.1 Monitoring and managing performance information data together with the monitoring of progress against the Business Plan helps the authority to ensure it is achieving its priorities and reduces the risk of not doing so.

Background Documents

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

Equality Impact Assessment

The decision does not have a direct impact on members of the public, employees, elected members and/or stakeholders. Therefore no equality impact assessment is required.

Appendices

Appendix A – Proposed 2015/16 Corporate Performance Indicator Suite

Appendix B – Proposed deletion for 2015/16

Appendix C - Minute of Cabinet 17 March 2015 (Executive Overview and Scrutiny Committee only)

APPENDIX A: PROPOSED CORPORATE SUITE 2015/16

Performance Indicator	Reported	2012/13 Outturn	2013/14 Outturn	2014/15 Annual Target	2015/16 Annual Target	Notes for 15/16	Changes from 14/15	Service	Priority ¹
CIT01 % feel West Lancs is safe & secure to live	Annual	79%	79%	70%	70%			Community Services	Caring for our Borough
CIT02 % satisfied with cleanliness of streets	Annual	63%	64%	67%	67%			Street Scene	Caring for our Borough
CIT03 % satisfied with how WLBC runs things	Annual	67%	68%	67%	68%	Target increased to reflect last year's outturn.	Y - target	Transformation	Balancing the budget/best possible services
CIT04 Local authority tenants' satisfaction with landlord services	Annual (Bi-ennial survey)	87%	Not carried out	90%	Not carried out	Bi-ennial survey.	Y - target	Housing & Regeneration	Caring for our Borough
CIT05 % satisfied with local area as a place to live	Annual	83%	81%	89%	85%	Target reduced to reflect recent annual outturns.	Y - target	Transformation	Caring for our Borough
CIT06 % satisfied with sports/leisure facilities	Annual	39%	40%	46%	46%			Community Services	Caring for our Borough
CIT07 % satisfied with parks and open spaces	Annual	58%	59%	65%	65%			Community Services	Caring for our Borough
CIT08 % residents agreeing that WLBC provides value for money	Annual	42%	43%	42%	43%	Target increased to reflect last year's outturn.	Y - target	Transformation	Balancing the budget/best possible services
CIT12 % of people satisfied with household collections for domestic waste	Annual	81%	87%	79%	79%			Street Scene	Caring for our Borough
CIT13 % of people satisfied with household collections for recyclable materials	Annual	77%	81%	77%	77%			Street Scene	Caring for our Borough
CIT14 % of residents satisfied with how the council keeps them informed	Annual	58%	57%	58%	58%	Many sections of the council communicate with stakeholders keeping them informed about services. This is in addition to the dedicated resource that covers media relations and website content.		Transformation	Balancing the budget/best possible services
WL08a Number of Crime Incidents	QPI/ Annual	5,440	5,462	6,076	5,800	Target reduced to reflect recent annual outturns and remain challenging. Council input principally via work with the Community Safety Partnership.	Y - target	Community Services	Caring for our Borough
WL18 Use of leisure and cultural facilities (swims and visits)	QPI/ Annual	1,101,904	1,176,766	1,120,000	1,200,000	Target reassessed based on outturn from 2013/14. Target to be adjusted pending result of Strategic Leisure Review and MSR process. 2012-14 results restated to remove community centre data to allow direct comparison.		Community Services	Caring for our Borough
BV8 % invoices paid on time	QPI/ Annual	97.22%	97.05%	98.24%	98.24%			Transformation	Balancing the budget/best possible services
WL90 % of Contact Centre calls answered	QPI/ Annual	87.20%	90.90%	90.60%	91.00%		Y - target	Transformation	Balancing the budget/best possible services
WL108 Average waiting time for callers to the contact centre (seconds)	QPI/ Annual	36.5	30.75	26.25	30	Target reduced to reflect outturn has been over 30s for last two years. The Contact Centre now directly delivers many more services and focuses on providing quality services to resolve queries at first point of contact (FPC). This impacts on wait times as calls take slightly longer to resolve, however resolution at FPC has risen to just over 80% (13/14). Revised target is therefore considered challenging but realistic.	Y - target	Transformation	Balancing the budget/best possible services
WL19b(ii) % Direct Dial calls answered within 10 seconds	QPI/ Annual	78.91	80.51	82.21	82.21			Transformation	Balancing the budget/best possible services
WL121 Working Days Lost Due to Sickness Absence	QPI/ Annual	9.14	10.11	8.08	8.08			Transformation	Balancing the budget/best possible services

Performance Indicator	Reported	2012/13 Outturn	2013/14 Outturn	2014/15 Annual Target	2015/16 Annual Target	Notes for 15/16	Changes from 14/15	Service	Priority/ Service link ¹
ICT1 Severe Business Disruption (Priority 1) ²	QPI/ Annual	100.0%	100.0%	99%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
ICT2 Minor Business Disruption (P3) ²	QPI/ Annual	99.0%	100.0%	97%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
ICT3 Major Business Disruption (P2) ²	QPI/ Annual	100.0%	100.0%	97%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
ICT4 Minor Disruption (P4) ²	QPI/ Annual	99.0%	99.0%	97%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
ICT5 Advice & Guidance (P5) ²	Annual	99.0%	100.0%	97%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
B1 Time taken to process benefits ²	QPI/ Annual	11.27	7.44	12	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
B2 Overpayment Recovery of Housing Benefit overpayments (payments received) ²	QPI/ Annual	£170,882	£170,909	£170,000	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
B3 Benefit Fraud Sanctions & Prosecutions ²	Annual	47	42	Data only	Data only	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
B4 Benefits Local authority Error Overpayments ²	Annual	£ 166,979	£86,437	Below £139,235	tbc	Annual target set via contract process. Assessment made on year-end figure.		Transformation	Balancing the budget/best possible services
R1 % of Council Tax collected ²	QPI / Annual	~	95.32%	97.10%	tbc	Annual target set via contract process. Data before 13/14 not comparable as included 'credit on accounts'.		Transformation	Balancing the budget/best possible services
R3 % of Non-domestic Rates Collected ²	QPI / Annual	~	95.53%	97.20%	tbc	Annual target set via contract process. Data before 13/14 not comparable as included 'credit on accounts'.		Transformation	Balancing the budget/best possible services
R4 Sundry Debtors (cash collected and write offs) ²	QPI/ Annual	~	90.05%	89.10%	tbc	Annual target set via contract process. Previous years not comparable as reported as cash figure.		Transformation	Balancing the budget/best possible services
R2 % council tax arrears collected ²	QPI/ Annual	18.32%	20.94%	24.50%	tbc	Annual target set via contract process.		Transformation	Balancing the budget/best possible services
WL117 Planned net spend per head	Annual	£129.92	£125.22	Data only	Data only	Information based on Revenue Return Estimates. Data only; target not applicable.		Treasurer	Balancing the budget/best possible services
WL118 Income from fees & charges	Annual	£7.480m	£7.512m	£6.967m	tbc	Target is budget projection.		Treasurer	Balancing the budget/best possible services
TS1 Rent collected as a % of rent owed (excluding arrears b/f)	QPI / Annual	Not collected (different definition)	Not collected (different definition)	99.83%	97%	Target increased from 97% in 2013/14. However, Discretionary Housing Payments which supported the shortfall in Housing Benefit for those tenants affected by the social sector size criteria ended in November 2014. Universal Credit (UC) went live in the Borough in September 2014. These impacts need to be factored into a new target. UC Pathfinder organisations are reporting average 84% collection rates. We have implemented a number of measures aimed at maintaining a higher collection rate. The indicator will be reviewed mid-year against updated benchmarking data.	Y - target	Housing & Regeneration	Balancing the budget/best possible services
HS14-NI158 % non-decent council homes	Annual	0.96%	0.58%	0.40%	0.35%	Improved target to further reduce numbers	Y - target	Housing & Regeneration	Caring for our Borough
HS1-WL111 % Housing repairs completed in timescale	QPI/ Annual	97.34%	96.73%	97%	97%	Target endorsed by tenants		Housing & Regeneration	Balancing the budget/best possible services
HS13-WL114 % LA properties with CP12 outstanding	QPI/ Annual	0.11%	0.10%	0%	0%	Target based on legal requirement for all eligible properties to have a certificate.		Housing & Regeneration	Balancing the budget/best possible services

Performance Indicator	Reported	2012/13 Outturn	2013/14 Outturn	2014/15 Annual Target	2015/16 Annual Target	Notes for 15/16	Changes from 14/15	Service	Priority/ Service link ¹
TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS	QPI/ Annual	23.36	56.74	28	28	Target takes account of current low demand.		Housing & Regeneration	Balancing the budget/best possible services
TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	QPI/ Annual	77.9	63.75	50	50	To take account of low demand for sheltered housing and that when a long term void is tenanted it has a negative impact on re-let performance.		Housing & Regeneration	Balancing the budget/best possible services
NI 155 Number of affordable homes delivered (gross)	Annual	168	54	60	40	While planning permissions and pipeline schemes indicate that the overall target of 500 units will be achieved over the life of the Housing Strategy 2014-19, there is a requirement to re-profile the indicative annual targets to: 15/16 = 40 ; 16/17 = 60. This is to take account of the likely build programmes. Higher outturns year on year are likely in the later part of the life of the current Housing Strategy.	Y - target	Housing & Regeneration	Sustainable regeneration and growth
NI 152 Working age people on out of work benefits	Annual	14.20%	13.60%	Data only	Data only	A useful indicator to understand the % of working people out of work on benefits, however outturn is beyond control of the Council, therefore data only.		Housing & Regeneration	Sustainable regeneration and growth
NI 154 Net additional homes provided	Annual	136	370	310	302	15/16 target taken from the Local Plan.	Y - target	Planning Services	Sustainable regeneration and growth
NI 159 Supply of ready to develop housing sites	Annual	108%	112%	105%	105%	15/16 target based on the Local Plan and a national policy requirement for a five-year-plus-5% supply of ready-to-develop housing sites.		Planning Services	Sustainable regeneration and growth
NI 157a Processing of planning applications: Major applications	QPI/ Annual	60.61%	59.46%	65%	65%			Planning Services	Balancing the budget/best possible services
NI 157b Processing of planning applications: Minor applications	QPI/ Annual	78.28%	81.67%	75%	75%			Planning Services	Balancing the budget/best possible services
NI 157c Processing of planning applications: Other applications	QPI/ Annual	91.10%	90.83%	85%	85%			Planning Services	Balancing the budget/best possible services
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	QPI/ Annual	Not collected	0.87%	1.61%	1.61%			Street Scene	Caring for our Borough
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	QPI / Annual	Not collected	4.04%	7.33%	5.00%	Target adjusted to reflect performance.	Y - target	Street Scene	Caring for our Borough
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	QPI / Annual	Not collected	0.17%	1.11%	1.00%	Target adjusted to reflect performance.	Y - target	Street Scene	Caring for our Borough
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	QPI/ Annual	Not collected	0.00%	0.00%	0.00%			Street Scene	Caring for our Borough
WL01 No. bins missed per 100,000 collections	QPI/ Annual	65.94	81.98	70	80		Y - target	Street Scene	Caring for our Borough
WL06 Average time taken to remove fly tips (days)	QPI/ Annual	1.11	1.08	1.09	1.09			Street Scene	Caring for our Borough
WL122 % Vehicle Operator Licence Inspections carried out within 6 weeks	QPI/ Annual	Not reported	Not reported	100%	100%			Street Scene	Balancing the budget/best possible services

Performance Indicator	Reported	2012/13 Outturn	2013/14 Outturn	2014/15 Annual Target	2015/16 Annual Target	Notes for 15/16	Changes from 14/15	Service	Priority/ Service link ¹
NI 191 Residual household waste per household (Kg)	QPI/ Annual	490.26	527.19	493.91	495	Target rounded.	Y - target	Street Scene	Caring for our Borough
NI 192 Percentage of household waste sent for reuse, recycling and composting	QPI/ Annual	47.75%	43.07%	47.58%	50.00%	Target rounded.	Y - target	Street Scene	Caring for our Borough

Notes: ¹ Priorities in full: Caring for our Borough by delivering the small improvements that can make a big difference; Balancing the budget and providing the best possible services within the resources available; Focussing upon sustainable regeneration and growth within the Borough;

² Managed through BT Lancashire Services contract. Contractual targets are annual and set via SLA. Quarter targets reported in performance reports are provided only as a gauge.

Reporting of PIs is dependent on collection mechanisms remaining in place. Satisfaction CIT_ indicators are collected via the Citizen & Stakeholder Survey, with the exception of CIT04, which is collected via a survey of tenants and residents.

Coding of PIs may be subject to change during the year.

APPENDIX B: PROPOSED FOR DELETION FROM THE CORPORATE SUITE FOR 2015/16

PI Code & Short Name	Reported	Notes	Changes from 14/15	Service	Priority/ Service link ¹
WL24 % Building regulations applications determined within 5 weeks	QPI/ Annual	This local indicator does not provide a meaningful measure of performance.	Delete	Planning Services	Balancing the budget/best possible services

MINUTE OF CABINET – 17 MARCH 2015

86. CORPORATE PERFORMANCE MANAGEMENT 2015-2016

Councillor Whittington introduced the report of the Transformation Manager which sought approval of the Suite of Performance Indicators for adoption as the Council's Corporate PI Suite for 2015/16.

A motion from Councillor Whittington was circulated at the meeting.

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

- RESOLVED
- A. That the Suite of Performance Indicators 2015/16 at Appendix A of the report and targets identified be approved as being the most important in terms of delivering the Council's corporate priorities and adopted as the Council's Corporate PI Suite 2015/16, subject to the following amendments:-
 - i) the following Performance Indicators to presented as 'data only'
CIT01, CIT02, CIT03, CIT04, CIT05, CIT06, CIT07, CIT08, CIT12, CIT13, CIT14, WL08a, WL18, N1155, N1154, N1159
 - ii) the deletion of Performance Indicators WL117 & WL118
 - iii) the retention of Performance Indicator WL24 with an annual target of 50%
 - B. That the Transformation Manager, in consultation with the relevant Portfolio Holders, agree the targets for the Revenues & Benefits and ICT Services once proposed via the shared services contractual process.
 - C. That the Transformation Manager, in consultation with the Portfolio Holder for Resources & Transformation, be authorised to finalise and amend the suite having regard to comments from Executive Overview and Scrutiny Committee made on 1 April 2015, and to make any amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.
 - D. That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 1 April 2015.



AGENDA ITEM: 10

**CABINET: 17 MARCH 2015
EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 1 APRIL 2015
COUNCIL: 15 APRIL 2015**

**Report of: Managing Director (People and Places)
Managing Director (Transformation)**

Relevant Portfolio Holder: Councillor Westley

**Contact for further information: Mrs G Rowe (Extn. 5002)
(E-mail: Gill.Rowe@westlancs.gov.uk)
Ms K Webber (Extn. 5005)
(E-mail: Kim.Webber@westlancs.gov.uk)**

SUBJECT: BUSINESS PLAN 2015-18

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the "Business Plan 2015-18" (Appendix A).

2.0 RECOMMENDATIONS TO CABINET

2.1 That the "Business Plan 2015-18" attached as Appendix A to this report be approved and referred to Council for adoption.

2.2 That authority is given to the Managing Directors to make any final amendments to the document, prior to publication.

2.3 That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY

3.1 That the "Business Plan 2015-18" attached at Appendix A to the report be considered and that agreed comments be referred to Council on 15 April 2015 for consideration.

4.0 RECOMMENDATIONS TO COUNCIL

- 4.1 That the “Business Plan 2015-18” attached at Appendix A to the report be adopted.
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5.0 BACKGROUND AND CURRENT POSITION

- 5.1 The Council’s vision, values and priorities from 2014/15 have been retained for 2015-18 providing a consistent, strategic focus for the Council.
- 5.2 The draft 2015-18 Plan sets out the Council’s strategy to deliver its priorities and the savings, efficiencies and income required over a three-year period. The purpose of this is to deliver a managed approach to balancing the budget whilst delivering the Council’s vision over the next three years.
- 5.3 A detailed delivery plan for the actions will be developed. Given the established procedures and success of the 2011-15 plan process, progress against the Business Plan will be provided with six-month reports through “Members Updates” and a full Annual Report to Council.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 6.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The report has various links to the Sustainable Community Strategy through the wide range of actions contained within it.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 The Business Plan 2015-18 appended to this report will ensure the Council is able to continue to pursue its objectives, within the resources available. It sets out a range of ways in which efficiency savings, income and cost reductions might be achieved in the future.

8.0 RISK ASSESSMENT

- 8.1 The development of the Business Plan and associated processes mitigates against the risks that the Council will not deliver its aspirations within a balanced budget.
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Background Documents

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

Equality Impact Assessment

There is a direct impact on members of the public, employees, elected members and / or stakeholders. Therefore an Equality Impact Assessment is required. A formal equality impact assessment is attached as an Appendix to this report, the results of which have been taken into account in the Recommendations contained within this report.

Appendices

Appendix A: "Business Plan 2015-18" (version dated 04.03.15)

Appendix B: Equality Impact Assessment

Appendix C: Minute of Cabinet (Executive Overview and Scrutiny Committee only)

Appendix D: Minute of Executive Overview and Scrutiny Committee (Council only)



Business Plan 2015-18

DRAFT

Version 18.03.15

Council 15 April 2015

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LEADER'S STATEMENT

The Business Plan 2015-18 continues our established approach to delivering our vision and priorities whilst also achieving permanent savings, efficiencies and income to maintain a balanced budget position.

Our purpose as a Council is to provide the best possible services within the resources available. As a direct response to decreasing levels of government grant and reduced income in a number of areas we have had to reconsider how we are best able to do this. It is anticipated that this situation will continue for some years to come.



**Leader of the Council
Councillor David Westley**

In addition to the 30% savings achieved during the 2011-15 Business Plan period, the Council has identified further savings of £xxx/%* necessary during 2015-18, with £1.3m** required for 2015-16 alone¹.

Creating a sustainable Council budget has been the driver behind all the recent service reviews and reshaping services remains fundamental to all our activities. Our aspiration is to maintain performance and the range of services that we provide where possible, but services must match the financial reality and have challenging but realistic service levels in place. Identifying local needs through listening and consulting with residents, businesses and stakeholders allows us to prioritise spending in consideration of these findings. Where appropriate, we may consider the further use of reserves to allow time to produce results, however simply using reserves without ensuring the sustainability of services is not a viable long-term strategy.

Following the major cost-saving exercises and organisational changes of recent years, during 2014/15 effort focussed on a detailed exercise to review base budgets and achieve savings as well as preliminary work on developing further MSR options. Since previous options for efficiency savings and non-priority service areas have now largely been taken, these future options are likely to require difficult decisions and will be consulted on and finalised later in 2015/16.

As a result of our managed approach to change, we anticipate being able to deliver our services on budget in 2015/16 whilst broadly maintaining the standard and range of services offered. We have the best record in Lancashire for zero or low Council Tax increases, with Council tax having now been frozen for the last 5 years. The freeze is likely to continue for 2015/16 which, allowing for inflation, equates to a saving of £38.45 for a Band D property.

The Housing Revenue Account (HRA) has allowed an ambitious investment programme of modernisation and regeneration of our housing assets to be undertaken and this is reflected in the Business Plan.

¹ Tbc following calculations from the finance settlement

Our priorities are therefore to balance our budget and, as guided by our residents and stakeholders, to care for our borough and work towards sustainable regeneration and growth.

Our vision is that we will be a Council to be proud of, delivering services that are:

- **Lean** – we will continue to look for ways of providing services at reduced cost.
- **Local** – where Council services are best provided through local delivery we will work with partners including the voluntary and community sectors.
- **Fair** – to the tax payer and to staff. A measured approach to change allows us to plan for the likely further contraction of the organisation. We will aim to minimise compulsory redundancies where possible as this is better for the tax payer, for staff and for the local economy. We will also be transparent – clear about what we spend public money on, and why.

Applying ‘lean, local and fair’ to our service offer has allowed us to continue to provide levels of service above those required by our statutory duties. It has also enabled us to deliver positive outcomes and developments within a wide range of service areas. For example, during 2014/15:

- **Leisure** – the Council has continued to invest in its parks and play areas funded by Section 106 Agreements from property developers’ financial contributions, for example Shore Road (Hesketh Bank), Mossy Lea (Wrightington) and Westhead playing fields. This is in addition to specific capital funding used for Coronation Park (Ormskirk) and Richmond Park (Burscough) play areas.
- **Customer Services** – improved customer service was the motivation behind investment in our new website and additional staffing in the contact centre. We now have a rise in online payments of nearly a third compared to the same period last year and an increased focus on the quality and outcomes from customer contact via telephone.
- **Local Plan** – significant development in the borough has been progressed as a result of the Local Plan, including the adoption of development briefs for Grove Farm (Ormskirk) and Firwood (Skelmersdale) and the Yew Tree Farm (Burscough) Master Plan is nearing completion.
- **Social Housing** – the HRA £65 million investment programme to improve our housing stock continued to make good progress and the Firbeck estate regeneration has been boosted by obtaining approval from the government to borrow an additional £2.5m that will deliver 39 new properties.
- **Investment in town centres** – our main town centres continue to be improved and developed. The ongoing Skelmersdale town centre regeneration project saw two planning applications received for competing developments. One has been approved and the other is under consideration. In Ormskirk, using an Environmental Town & Village Centre Improvement Fund, new low-energy Christmas lights were put up and the town centre car parks (Hants Lane, The Styles, Market Way) were resurfaced in early 2015, and revised pay and display arrangements applied that recognise changing shopping habits.

- **Economic Development & Regeneration** – locally, our ‘Greenshoots’ programme to update and enhance industrial estates by providing modern accommodation is well underway. West Lancashire Investment Centre (Skelmersdale) has also seen an upturn in occupancy levels and is now fully let and a clear indication of the recovery. Further afield, the potential for new growth opportunities has been assisted through our joining of the Liverpool City Region Combined Authority as an Associate Member. In addition, we are now engaged in initial cross-county discussions for a combined authority for Lancashire.

Many of these projects are part of the Business Plan and these and other activities will be further detailed in our 2014/15 Annual Report.

Recent past performance puts us in a strong position but further reductions in government funding over the forthcoming years will create significant financial challenges. The Council will keep working with residents, partners and businesses to ensure that we continue to provide affordable, sustainable services that meet the needs of West Lancashire.

MANAGING DIRECTORS' REPORT

The Business Plan 2015-18 outlines our positive approach to managing the Council and its services within the context of continued funding cuts and public sector spending restraint.

The local government finance settlement, announced in December 2014 confirmed that there will be no further funding reductions for Councils in 2015/16 on top of those already announced. However, those already announced mean that significant net cost reductions will have to be found in order to balance the Council's General Revenue Account going forward.

There is a more positive picture with the Housing Revenue Account, which specifically funds the housing landlord activities of our organisation and contributes to our overall corporate priorities

This Business Plan therefore sets out the key areas of work to deliver the Council's priorities within a balanced budget, including through improving efficiency, reducing costs and generating income. This ensures resources are focused on our priorities whilst limiting the impact of reduced budgets on services.

We have also been able to embark on a carefully considered and ambitious programme of investment in the housing stock which is driven by the vision "to be a top performing landlord within an economically vibrant West Lancashire."

The plan works towards a target for GRA budgetary savings of £x** or £%** for 2015-18. Our well-embedded and successful Major Service Review programme has proved an effective vehicle for delivering savings and efficiencies and identifying income opportunities and we will continue to use it. Clearly, as the financial squeeze continues, we will continue to review and re-assess our own approach as well as learning from best practice and innovation championed by other organisations. Having been proactive in looking for budget options with minimal impact on service levels for the past four years, these are now increasingly difficult to find. Traditional expectations of service provision will be challenged and some tough and potentially unpopular decisions will need to be made.

Our priority of sustainable regeneration and growth assists in ensuring that West Lancashire's economy continues to perform well in comparison to others, bringing jobs and income to the area. Work to deliver the regeneration of Skelmersdale Town Centre features highly, and we continue to promote West Lancashire within the wider region. We are corporate members of the Liverpool Local Enterprise Partnership, which has enabled key sites such as the G-Park sites in Skelmersdale to be promoted as part of the Liverpool Superport initiative, and also sit within the remit of the Lancashire LEP. We have joined the Liverpool City Region Combined Authority on an associate/non-voting basis and have also been proactive in discussions in relation to a Lancashire Combined Authority. This involvement is reflected within the Business Plan, where one of our priority actions is a focus on influencing the regional agenda in the

interests of the borough. This activity will support the delivery of our Economic Development Strategy.

A number of key projects are directed towards our priority of caring for our borough, including two which will significantly improve the look of one of West Lancashire's main town centres, Ormskirk, through the Moor Street scheme and in respect of the early proposals surrounding the bus station developments. The production of, and consultation on, Ormskirk Town Centre Strategy is also key. The ongoing work for the Skelmersdale Vision is one of the main drivers behind this priority within Skelmersdale.

As Managing Directors, we want to foster a culture that enables staff to work to and develop their strengths, and which ensures that staff are involved and informed about the context in which we are working. This includes the Council's priorities and being open about any changes that will impact on them. Our series of meetings with staff across all service areas, partners, local businesses and stakeholders within the borough, and neighbouring Chief Executives have all been invaluable in gauging opinion about the Council from inside and out. With this insight, and by promoting our '*One Council – Team West Lancs*' message and our values, we hope to better meet the needs of those who work with us.

We would like to thank staff for their fantastic efforts over the past year. National issues continue to impact on our work, but locally staff continue to get on with the job and deliver the services that make us a Council to be proud of.



Kim Webber



Gill Rowe

Managing Directors

VISION, VALUES AND PRIORITIES

The Council's vision is:

To be a Council to be proud of – delivering services that are lean, local and fair.

The Council's values are:

We will deliver our vision by continuing to be an innovative organisation which:

- prioritises customers and the services that are most important to quality of life;
- works as 'one council' to provide a joined up approach;
- is open and accountable in the way that it makes decisions;
- develops and values employees;
- promotes equality and diversity; and
- works in partnership to benefit the borough.

Our values underpin the way in which we will deliver our priorities and achieve our vision.

Our Corporate Priorities are:

- balancing the budget and providing the best possible services within the resources available;
- focussing upon sustainable regeneration and growth within the borough;
- caring for our borough by delivering the small improvements that can make a big difference.

(We will minimise uncertainty for staff and stakeholders by continuing to implement a managed approach to change and explore innovation as a means to secure further value for money.)

Our services will continue to prioritise the following, subject to affordability:

- Protect and improve the environment and keep our streets clean and tidy;
- Combat crime and the fear of crime;
- Work to create opportunities for and retain good quality jobs in particular for local people;
- To be a top performing landlord;
- Improve housing and deliver housing that meets the needs of local people, including affordable housing; and
- Provide opportunities for leisure and culture that together with other Council services contribute to healthier communities.

FINANCIAL POSITION

General Revenue Account (GRA)

*[*Borough Treasurer to provide text following Council on 25 February*]*

Housing Revenue Account (HRA)

*[*Borough Treasurer to provide text following Council on 25 February*]*

ORGANISATIONAL STRUCTURES

The Council's senior management team provides consistent management stability. We continue to consider the appropriateness of staffing structures within services, in particular during Organisational Reviews.

Organisational structures are illustrated on the following pages.

CABINET MEMBERS & PORTFOLIOS



Leader of the Council
Councillor David Westley

Chairman of the Cabinet; community leadership; partnership working; major policy issue not specified within other portfolios; matters of urgency; corporate/business planning; legal & democratic services; press & media strategy; One West Lancs; corporate procurement; Freedom of Information. Liaison for: LGA; DCN; other Lancashire & neighbouring authorities; Parish Councils; town twinning; Lancashire & Liverpool LEPS; Marketing Lancashire. Regeneration: external funding & inward investment; authority & borough marketing; business grants & training advice; corporate & commercial property portfolio; asset management; valuation advice; rating appeals co-ordination.



Deputy Leader & Street Scene
Councillor Paul Greenall

Transport: fleet/ garage/depot facilities; street cleansing; grounds maintenance; stores. Waste disposal & recycling: waste management, including through partnership; domestic & trade refuse; green waste & recyclables collection; farm round.



Planning & Development
Councillor Martin Forshaw

Planning policy; Local Development Framework; development control; building control & enforcement; Skelmersdale Vision; conservation of built & natural environment; arboricultural & landscape services; conservation areas, tree preservation, landscape improvements; council- owned unadopted footways, highways & grit bins; liaison with utility companies/Highway Authority for highway works & transportation issues; off-street public car parking & enforcement; Ormskirk market & bus station; land drainage & coastal engineering; 'green' & sustainability issues including Council activities.



Housing & Transformation
Councillor Jane Houlgrave

Public sector housing: repairs & maintenance; housing allocations; tenancy management; former tenant arrears; sheltered housing & tenant empowerment/participation. Housing strategy: housing advice service; Supporting People Initiative. Links with social services, health providers and regulatory bodies. Housing finance including self-financing business plan. Transformation: customer relations; consultation & community engagement; corporate & strategic HR; ICT and revenues & benefits services, including LCC/BTLS contract.



Health, Leisure & Community Safety
Councillor David Sudworth

Health & safety and food safety. Licensing taxis, public entertainment/alcohol, charities etc. Dog & pest control; animal welfare. Pollution control; nuisance complaints; environmental monitoring & sampling. Foul drainage & private sewers; flytipping; unsanitary premises; disposal of the dead; emergency planning & business continuity. Community Safety. Leisure Trust & Serco contracts. Playgrounds; arts development, Chapel Gallery. Outdoor recreation; health improvement; facilities and services in partnership to develop local communities. Countryside service; formal parks, open spaces, rights of way, environmental improvements. Private sector housing: renovation & disabled facilities grants; home energy efficiency; home care link; homelessness; unfit homes. Children's Services; Social Cohesion; Voluntary Sector Grants.



Resources
Councillor David Whittington

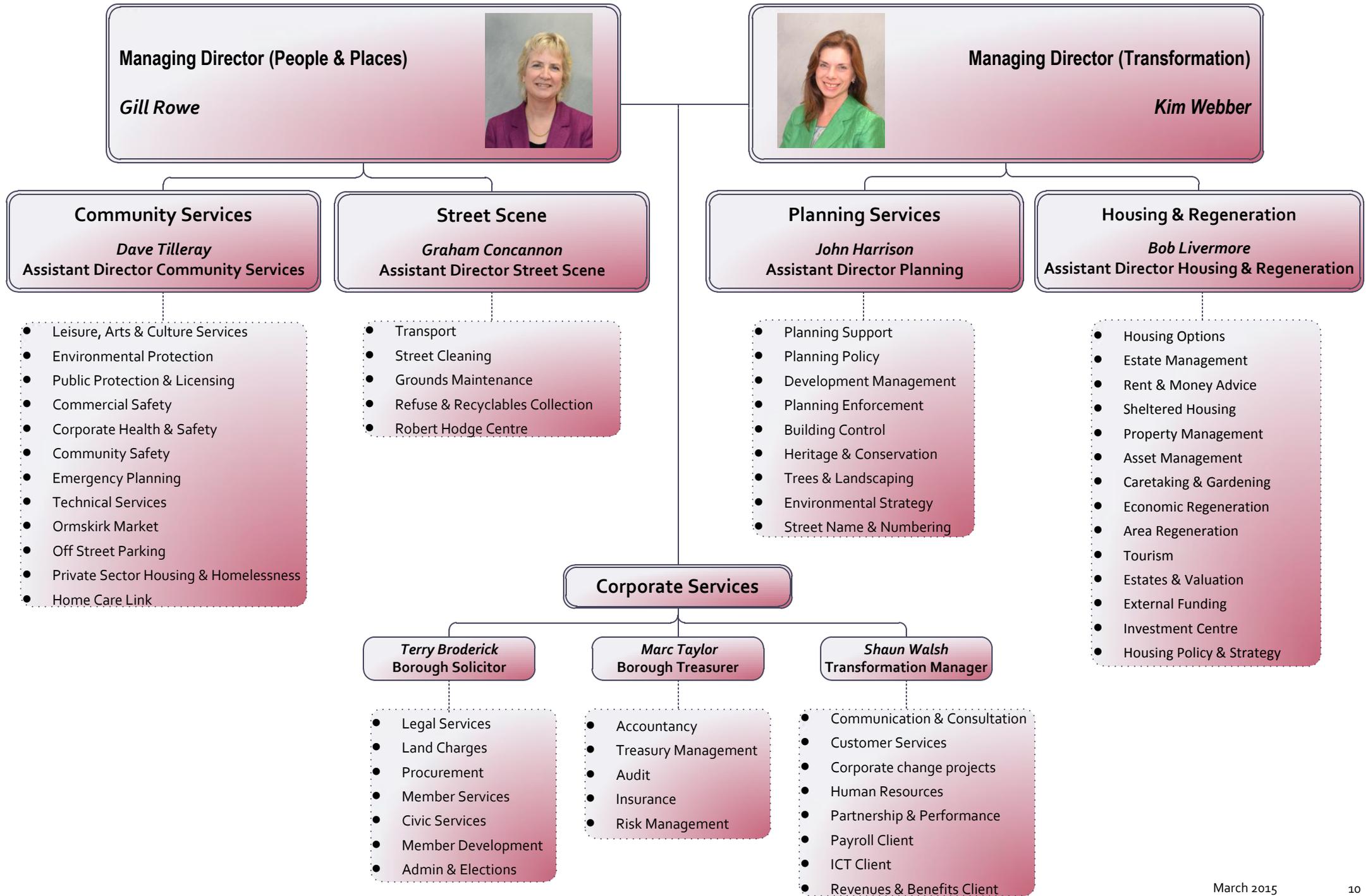
Accounting services; capital and revenue estimates and budgeting; annual statement of accounts; treasury management; internal audit; risk management & insurance; data quality; value for money; major service reviews; organisational re-engineering; performance management.



Town & Village Centres
Councillor David Griffiths

Development of market town and village centre strategies and promotion of these centres.

SENIOR OFFICER MANAGEMENT STRUCTURE



CORE FUNCTIONS

West Lancashire is served by a County Council, Borough Council, 20 Parish Councils and one Parish Meeting.

Main services provided by Lancashire County Council (LCC)

LCC is responsible for providing many of the services in the borough. Around 73% of the council tax collected in West Lancashire is spent on services that the County Council delivers.

Children and Young People

Incorporates the County Council's statutory role as a Children's Services Authority with a duty to promote co-operation and wellbeing of children and young people; make arrangements to safeguard and promote welfare; and prepare and publish a strategic plan setting out how services for children and young people will be provided.

The functions also include the County Council's powers and duties in relation to schools, including: access and school transport; school improvement and tackling failure; special educational needs; school attendance; educating excluded pupils and pupil welfare.

Adult Services, Health and Wellbeing

Responsible for assessing the needs of vulnerable adults and their carers and securing the provision of social care services to meet these needs in line with the County Council's criteria. Also responsible for public health, adult learning, county libraries, arts development, county museums, record office, welfare rights, coroners' and registrars' services.

Environment

Responsible for the County Council's duties and policies as Highway Authority and Planning Authority; for waste disposal, sustainable development, tourism, countryside services and the Lancashire Highways Service including highway maintenance services to the County Council and providing a grounds maintenance service to County Council property. Also responsible for the Trading Standards Service and the County Analyst's Laboratory.

Lancashire County Commercial Group

Responsible for servicing County Council and other public service vehicles; cleaning County Council buildings; providing a catering service; providing a school crossing patrol service and providing a range of residential care services in County Council homes for the elderly, together with day care and home care services.

Main services provided by West Lancashire Borough Council

Around 12% of the council tax collected in West Lancashire is spent on services delivered by the Borough Council.

The Council also provides some services on behalf of LCC. These arrangements have been put in place in areas where devolving management and resources locally can provide a more efficient service, for example the Public Realm partnership with LCC whereby we deliver verge cutting and hedge trimming within our borough.

Planning Services

Responsible for all planning applications, building regulations and enforcement, as well as conservation, heritage, tree protection, planning policy and street name and numbering.

Housing & Regeneration

Responsible for providing social and affordable housing, and providing housing advice services. The service manages its housing stock, the Council property portfolio and a large commercial portfolio. In addition, the function also undertakes the principle work of the Council in relation to creating jobs and bringing investment into the borough.

Community Services

Responsible for environmental health (including dog and pest control, food safety, health promotion, health and safety, public health and pollution control); Community safety (including CCTV) and funding contributions for Police Community Support Officers; flood defences, shoreline management and methane monitoring; public protection and licensing; private sector housing and homelessness; Ormskirk market and off-street parking.

Also responsible for country parks, the ranger service, sports pitches, playgrounds, parks and Chapel Gallery. Our pools and sports centres are run by West Lancashire Community Leisure Trust.

Street Scene

Responsible for the collection of waste and recycling from homes and cleaning all streets except the major highways. Also responsible for grass cutting and grounds maintenance (of open spaces, parks and roadside verges).

Revenues & Benefits

West Lancashire Borough Council collects council tax and business rates that is spent by the Borough Council, LCC, the Police and Fire Authority and Parish Councils. BT Lancashire Services (BTLS) manages the collection on behalf of the Council. In addition, housing benefits and council tax benefits are also managed by BTLS on behalf of the Council.

Main services provided by Parish Councils

West Lancashire has 20 Parish Councils and one parish meeting. These cover the entire borough except for Ormskirk and Skelmersdale. Parish Councils are financed by raising a small council tax on all residential properties within a parish.

Parish Councils are a key tier of local government and provide a way of making sure services meet the needs of residents by influencing decisions that affect local people.

Parish Councils' powers include: the provision of facilities (such as allotments, leisure, bus shelters, litter bins, car parks, community centres, parks and open spaces); representation (e.g. planning applications); and wellbeing (to spend on any activity which adds to the wellbeing of its community).

West Lancashire Borough Council and (signatory) Parish Councils have an established Charter setting out how the Borough and Parish Councils will work together, whilst balancing the needs of the wider West Lancashire community and recognising our respective responsibilities as autonomous, democratically elected, statutory bodies.

KEY ACTIVITIES

Workstreams

Actions within the Business Plan are aligned directly to the Council's priorities. This provides a clear focus on key strategic aims and therefore a framework for the delivery of our vision. Projects from the previous Business Plan that have concluded or will not be monitored as part of the 2015-18 Plan will be detailed in the Annual Report. Outlines of the actions for the forthcoming year are given below.

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

Actions 2015/16

-  Major Service Reviews
-  Organisational Re-engineering (Housing Implementation)
-  Housing Asset Management Plan
-  Welfare Reform
-  Sheltered Housing Offer
-  Corporate & Commercial Property Appraisal

Our successful **Major Service Review Programme** (MSR) examines every aspect of the Council's business to develop options for alternative forms of service delivery. It includes streamlining services and prioritising their affordability and desirability. MSR has been our key tool for delivering savings and efficiencies in recent years. Four years of applying the process has achieved cumulative savings of £xxxx**. It is however increasingly difficult to identify options that offer the level of savings needed without impacting upon service delivery. Having achieved savings through a

base budget review for all services during 2014/15, consultation on a range of MSR options will be carried out during 2015/16.

Reviewing services has also helped inform our **Organisational Re-engineering (OR)** programme. Action has been targeted at the parts of our organisation where outcomes can deliver savings through efficiencies, whilst also considering improving service delivery and customer accessibility. During the year, work around Property Services Day-to-day Repairs Maintenance and Voids Maintenance will be concluded and recommendations made.

The **Housing Asset Management Plan** is a five-year investment scheme to modernise and enhance the Council's housing stock and ensure its long-term sustainability. In addition to prioritised improvement works such as for kitchens, bathrooms, heating systems, windows and doors, the first revival scheme (see *Firbeck Revival*) is well underway and a second revival scheme Beechtrees (Digmoor, Skelmersdale) will be progressed during the third year of the plan.

The main focus of **Welfare Reform** work within the Council remains the introduction of Universal Credit (UC). Together with partners, a UC Task Group is working to minimise the impact of UC on affected households within West Lancashire. The first claimant group was introduced in the borough in September 2014 and the timeline for further groups is to be confirmed by the government in due course as part of its national roll out programme. The impact of welfare reforms specifically on Council tenants (and therefore Council income) has been mitigated directly by the Council in a number of ways, for example through dedicated assistance for those who have not previously paid rent or for those who may benefit from re-housing following the introduction of the social sector size criteria. Personal Budgeting Support is also available. During 2015/16, the Council will continue to be an active part of the UC Task Group. We will also implement a Financial Inclusion Strategy that provides a framework of services to assist the financially excluded make the most of their money and access appropriate financial products and services.

A significant reduction in grant from Lancashire County Council of almost £200K from April 2015 meant that a review of WLBCs **Sheltered Housing Service Offer** had to be undertaken. Residents will be consulted further on a range of proposals for service reconfiguration. A number of options are being explored to assist the process of balancing the budget initially from April 2015 and then again from April 2017, since LCC are considering ceasing the grant to Sheltered Housing entirely from 2017/18.

A **Corporate & Commercial Property Appraisal** will review the daily operational expenses of the Council's corporate properties to establish utility and maintenance expenditure. This exercise will identify where savings may be made to reduce running costs for example through the introduction of energy saving measures and possible alterations or improvements to the fabric of the building. The functionality of the buildings will also be considered along with the potential of alternative working practices, such as home working, mobile working and 'hot desking', which could relieve pressure on these resources and free areas for other uses.

In addition to the projects outlined above, the partnership with LCC/BT Lancashire Services which includes ICT Services means that significant upgrades to the Council's ICT infrastructure continue to be implemented as well as service efficiencies and improvements. Both the customer and the organisation will benefit from our work towards channel migration which facilitates being able to 'do it online'. Expanding our digital service offer where appropriate for transactions/processes extends service availability, reduces costs through reducing direct contacts and meets customer expectations for modern service delivery.

Focussing upon sustainable regeneration and growth within the borough

Actions 2015/16

-  Skelmersdale Vision
-  Firbeck Revival
-  Land Marketing & Sale
-  Economic Development Strategy & Delivery
-  Ormskirk Town Centre Strategy & Delivery
-  Infrastructure Delivery – Rail
-  Influencing the Regional Agenda

Skelmersdale Vision seeks to secure regeneration in the form of new commercial, leisure and residential development alongside existing property and environmental enhancements across a large area of land within and surrounding Skelmersdale town centre. The project is being implemented in partnership with the Homes and Communities Agency, LCC and St Modwen.

The project has so far facilitated the delivery of the West Lancashire College campus; the LCC Youth Zone and stimulated commercial interest in Skelmersdale resulting in the submission of competing planning applications for leisure development incorporating the provision of a cinema and associated food outlets. During the year ahead we will be seeking to secure the sale of one or more residential sites located adjacent to the town centre; to facilitate the delivery within the town centre of a cinema (with associated food outlets/restaurants/bars); to enhance the retail offer; and to improve the public realm leading to the western entrance of the Concourse.

Firbeck Revival is an £8m initiative to revitalise and enhance the Firbeck estate (Skelmersdale) through a phased scheme. The scheme broadly covers home improvements to Council properties (kitchens, bathrooms, windows, doors, roofs and external wall insulation), and external improvements to privately owned properties (new roofs and external wall insulation, and new windows/doors if not already done); demolition of flats (excluding Firbeck Court) as well as property construction and redevelopment of the street scene. The original £5.5m scheme was expanded in 2014 through additional borrowing of £2.5m which allows further new properties to be developed in 2015/16.

A two-year pilot project involving the Homes & Communities Agency and the Council tested the land disposal elements of a proposed national Community Land Auction model. The pilot saw development sites being brought forward to meet the objectives of the Local Plan. It is anticipated that **Land Marketing and Sale** of at least part of the land will take place in 2015, with remaining sites being sold over several years.

Implementing the **Economic Development Strategy** will deliver further economic growth and prosperity to the borough through key activities delivered by the Council and our partners. The key issue of skills gaps will be addressed by working with partners to improve the skills and development opportunities of local people thereby helping to sustain employment and support the growth of our businesses. The strategy's fourteen 'key asks' will enable the Council and partners to respond to funding opportunities to support the development and implementation of regeneration projects. The action plan will deliver short, medium and long-term actions to drive forward further economic growth in the borough.

The **Ormskirk Town Centre Strategy** provides a clear, strategic direction and initiatives to ensure the long term economic and social viability of the town. The strategy will result in a strong vision and identity for the town, developed and delivered through stakeholders and partners. Short, medium and long-term goals are defined for key actions around brand, marketing and town centre management, building & place, vacancy levels, the market, car parks, transport & access and the night-time/evening economy.

Infrastructure Delivery focuses on assisting improvements in rail transport. Although not a statutory function, the Council engages with partners on a range of transport-related projects to improve the infrastructure of the local area through contributing to the content of plans and projects as appropriate, advising partners, facilitating local consultations and raising awareness in the local community.

The Skelmersdale rail link is included in LCC's West Lancashire Highways and Transport Masterplan and WLBC's Local Plan, and so is a key infrastructure project to unlock economic growth in Skelmersdale. During 2015/16, subject to the feasibility and value for money of the outline proposal, the GRIP 2² Study and Outline Strategic Business Case will be finalised, enabling progress to the GRIP 3 stage and Full Strategic Business Case.

Through developing links with regional bodies, we aim to promote the key strategic projects for West Lancashire so that they receive appropriate recognition and **influence the regional agenda**. The Council became a Corporate Member of the Liverpool Local Enterprise Partnership (LEP) in April 2014, which has assisted marketing sites in West Lancashire and positioning the borough to benefit from the Liverpool Superport and wider regional agenda. We also engage on sub-regional economic matters with LCC and through them with the Lancashire LEP. Our Liverpool City Region Combined Authority Associate Member status provides opportunities to

² Governance for Railway Investment Projects – process carried out by Network Rail

liaise on sub-regional matters and to be involved in appropriate working groups. We will also consider engaging with the Greater Manchester LEP as appropriate, possibly through our links with Wigan Borough Council.

A significant contribution to this priority is delivered by the Planning Service. The Service is responsible for the Local Plan which influences the future growth and development of the borough by ensuring that new homes, jobs and services are located in the most sustainable places and also provides the framework for delivering the necessary infrastructure, facilities and other development to make this possible.

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

Actions 2015/16

-  Moor Street (Ormskirk)
-  Ormskirk Bus Station Development
-  Leisure Strategy & Development
-  CCTV Scheme Completion

In partnership with LCC, a major £700,000 project is set to improve Ormskirk's **Moor Street** to make the area a more attractive place to visit, shop and do business, thereby helping improve the vitality of the town centre. The new layout will see the street re-paved and re-designed to accommodate market stalls in a new arrangement as well as identifying a small square for events. As part of the scheme new seats, street lights, litter bins and tree planting are being installed, drainage improved and traffic restrictions strengthened.

Working in partnership with LCC in relation to **Ormskirk bus station**, the best use of LCC funding will be made to provide an improved bus station facility. It is hoped that the refurbishment will enhance the appearance of the town centre as well as benefitting the passenger experience.

A strategic review of leisure provision was carried out considering the needs of the borough, local planning developments, facility planning/replacement, the economics/affordability of service provision and the changing population profile. The resulting **Leisure Strategy** will cover the period to 2025 and will inform the future of leisure and cultural services by providing direction in the short, medium and long-term.

The Council has operated public open space CCTV cameras for over a decade and there are currently 84 public open space cameras across the borough. Monitoring takes place 24/7 and plays a vital role in helping prevent crime and disorder and increasing public safety. Council funding was approved for a further seven cameras in 2014 for completion of the **CCTV Scheme**, with two each in Tarleton, Scarisbrick

and DownHolland and one in Burscough. These are due to become operational by late autumn 2015.

In addition to the projects above, our borough's cared for appearance is principally down to the operations of our Street Scene service. Around 800 incidents of flytipping, 800 litter bins and 250 dog waste bins, collection of waste and recycling from over 48,000 properties, cleansing of 3 million metres of roadway and 3.5 million square metres of hard landscaping, grass cutting, weed spraying and tree maintenance are dealt with each year. We are also making a difference with many new or enhancements of existing play areas funded by s106 monies.

BUDGET STRATEGY

*[*Borough Treasurer to provide text following Council on 25 February*]*

A graphical representation of the budget strategy is shown below.

*[*Borough Treasurer to provide figures for graph*]*

RESOURCE BUDGETING AND STAFFING

The Council's 2014/15 income was made up as follows:

*[**pie chart of income 2014/15 - Borough Treasurer to provide figures.]*

In 2014/15, the budget was spent as follows:

*[**pie chart of expenditure 2014/15 - Borough Treasurer to provide figures.]*

STAFFING

The Council values its employees and provides a supplement to lower paid staff so that they are paid the equivalent of the Living Wage. We are committed to ensuring that staffing levels (currently around 460 FTEs, not including staff managed through our secondment agreement with LCC/BTLS) are appropriate for delivering services to agreed standards. In the current financial climate it is anticipated that the workforce will continue to reduce in size during the Business Plan period and beyond.

To manage staffing levels effectively and sensitively, the Council will continue to monitor the use of recruitment appropriately. This will ensure there is an adequate balance between maintaining an effective workforce supply and preserving potential redeployment opportunities for staff that may be displaced, through the judicious use of temporary recruitment to co-ordinate with the requirements of the MSR process. The Council will continue to seek to minimise compulsory redundancies as far as possible and arrive at change through voluntary measures wherever feasible.

Graduate Recruitment is encouraged wherever possible within service areas. Additional work is being carried out to facilitate work experience placements for University and College students and from Job Centre Plus. To complement the work undertaken by the Regeneration Service in the West Lancashire Challenge project, work is also taking place on the implementation of an apprenticeship scheme.

CONSULTATION AND EQUALITIES

The Council has a duty to consult and involve representatives of local persons and others where appropriate in the exercise of its functions. A new Consultation and Engagement Protocol has recently been developed for staff.

We recognise that people who provide and use our services come from diverse backgrounds and have different experiences and needs. We value this diversity and the ways in which it contributes to the richness of life and character of our community.

We develop, commission and deliver services in a way that will help to overcome discrimination and disadvantage. We want every resident and visitor to West Lancashire to be treated fairly and with dignity regardless of age, gender, disability, race, belief and sexual orientation and with respect to their marriage and civil partnership, pregnancy and maternity or gender reassignment status. We will use our position and influence to promote equality in all aspects of community life. Further information around our work on equality, including monitoring our progress in addressing discrimination and disadvantage in our borough, can be found on our website.

MONITORING OF ACTIVITIES

Business Plan Monitoring

Performance and progress against the 2015-18 Business Plan will be reported annually to the Council and the public in the form of an Annual Report. In addition, Members receive regular reports regarding progress against the actions. A Head of Service is identified as the 'lead officer' for each of the actions. Lead officers regularly monitor progress and performance against their projects, and report any issues to the Senior Management Team by exception. The plan will be reviewed annually.

Risk Management

Risks around health and safety are proactively managed on a 'plan, do, check' approach and progress against a strategic plan for improvements is regularly provided to Members. The actions of the Business Plan will be entered onto service risk registers as appropriate. Those actions with high risk and high impact for the Council will be included in the Key Risk Register, which is reported to Cabinet and available for call-in through the Overview and Scrutiny process.

CONTACT FOR FURTHER INFORMATION

If you require any further information, or copies of this document in an alternative format, please contact:

Partnership & Performance
West Lancashire Borough Council
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Equality Impact Assessment Form



Directorate: Transformation	Service: Partnership & Performance
Completed by: Alison Grimes	Date: 02 January 2015
Subject Title: Business Plan 2015-18	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	Yes
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	Yes
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
<p>Details of the matter under consideration:</p> <p>The assessment is for the first year of the Council's three-year Business Plan, 2015-18. The plan is refreshed annually.</p> <p>The Business Plan is the overarching strategy for the Council and sets the vision and priorities for the Council, summarising the main actions/projects to achieve this. The plan as a whole aspires to maintain performance and the range of services provided by the Council where possible. The plan includes items (actions) which may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations.</p>	
<p><i>If you answered Yes to any of the above go straight to Section 3</i></p> <p><i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes <i>*delete as appropriate</i>
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	Delivery of the vision and priorities is through a variety of actions and outcomes and outputs will therefore impact on a variety of customers, service users, communities, Councillors and employees depending on the action.
If you answered No to both Sections 1 and 2 provide details of why there is no impact on	

<p>these three groups: <i>You do not need to complete the rest of this form.</i></p>	
<p>3. EVIDENCE COLLECTION</p>	
<p>Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?</p>	<p>Any actions that may impact upon equality groups should be subject to an individual EIA by the relevant service. Given the wide range of actions included, there is unlikely to be a disproportionately negative effect on any single group with protected characteristics.</p>
<p>If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?</p>	<p>As above. The current wide-range of actions included in the plan across many service areas means that there is unlikely to be 'most relevant' protected characteristics affected. This may change with content in the lifetime of the plan.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <ul style="list-style-type: none"> Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity 	<p>No No No No No No No No No</p>
<p>4. DATA ANALYSIS</p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>The plan applies borough-wide. Given the wide range of actions included, the work detailed in the plan will therefore likely impact on a variety of stakeholders in different ways.</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>The overall impact should be positive since the priorities of the plan aim for a positive impact on the borough. Negative impact will be mitigated through individual EIAs by the relevant service.</p>
<p>What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?</p>	<p>No specific consultation has taken place against the draft Business Plan for 2015/2018, however the Council's priorities are informed by the Citizen Survey which gathers views on a range of issues including the Council's budget. The survey results assist the Council in making plans to deliver services and make efficiency improvements. The survey results for 2015 will be available later in the year. Results from the Citizen/Stakeholder Survey provide information about satisfaction with certain Council services and these can be broken down into protected characteristics (other than beliefs,</p>

Appendix B

	<p>culture, marriage/partnership, pregnancy/maternity). The reason for levels of satisfaction is not explored.</p> <p>For proposals developed under the Major Service Review process which are deemed significant, these are fully consulted on in line with Major Service Review processes. This consultation process does provide scope for comment around whether the proposals will affect the user and results are subject to an EIA.</p>
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves with involvement/consultation as appropriate.
If any further data/consultation is needed and is to be gathered, please specify:	MSR consultation will be undertaken as appropriate.
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	Outlining the Council's plan for managing budgets to better protect services should provide reassurance that local services are being carefully managed to facilitate their continuation. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.
6. CONSIDERING THE IMPACT	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA by the relevant service. The Council needs to achieve savings and this is increasingly difficult to achieve without impacting somehow on service delivery.
What actions do you plan to take to address any other issues above?	<i>No actions.</i>
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	The assessment will be reviewed annually as part of the Business Plan refresh process. This will include review by the senior management team.

MINUTE OF CABINET – 17 MARCH 2015

87. BUSINESS PLAN 2015/18

Councillor Whittington introduced the joint report of the Managing Director (People and Places) and the Managing Director (Transformation) which sought approval for the “Business Plan 2015-18”.

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 “Business Plan 2015-18” attached as Appendix A to the report be approved and referred to Council for adoption.
 - B. That authority is given to the Managing Directors to make any final amendments to the document, prior to publication.
 - C. That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.



AGENDA ITEM: 11

CABINET: 17th March 2015

**EXECUTIVE OVERVIEW AND
SCRUTINY: 1st April 2015**

Report of: Borough Treasurer

Relevant Managing Director: Managing Director (People and Places)

Relevant Portfolio Holder: Councillor D. Whittington

**Contact: Marc Taylor (Extn. 5092)
(E-mail: Marc.Taylor@westlancs.gov.uk)**

SUBJECT: REVENUE BUDGET MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the financial position of the GRA be noted including the position on reserves and balances.

2.2 That call in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That the financial position of the GRA be noted.

4.0 BACKGROUND

- 4.1 In February 2014 the Council approved budgets for the GRA for the 2014-2015 financial year. It is good practice that monitoring reports are produced on a regular basis to ensure that Members are kept informed of the financial position of this account. This is the third quarter monitoring report and is based on information available in January 2015.

5.0 GENERAL REVENUE ACCOUNT

- 5.1 The Council has set a revenue budget of £13.898m for the financial year. The mid-year monitoring report projected an overall favourable variance of £740,000 or 5.3% against this budget. The latest third quarter monitoring figures now project an improvement of £150,000 on this position, and forecast an updated total budget variance of £890,000.
- 5.2 At its meeting in February, Council agreed to use this favourable variance to provide financial support for the budget for 2015-16, as part of the Budget Requirement Report. This means that this budget variance has now been fully allocated.
- 5.3 The projections have been calculated on a prudent basis, and consequently it can be confidently expected that the Council will achieve these budget figures. This will continue our strong track record of managing our financial performance to ensure that the outturn position is in line with the budget. The Appendix to this report provides details on the performance of individual service areas within the GRA.
- 5.4 Employee costs form a significant proportion of the Council's total budget and consequently are very important from a budget management perspective. While the national pay award for different grades of staff varied (with lower paid staff receiving larger increases) the average pay increase was around 1%, which was in line with budget forecasts. The budget also contains a corporate target for staff efficiency savings of £280,000, and the active management of staffing levels will mean that this target should be achieved and exceeded by the year end.
- 5.5 The external income that the Council generates can be one of the most volatile areas of the budget, with income going up and down due to factors outside our direct control. This year income levels are generally in line or performing better than the budget targets, which reflects an improvement in the overall state of the economy.
- 5.6 There are a number of services where income is currently performing below the budget target including Car Parks and Building Control. However these variances are not significant in the context of the Council's overall financial position. More importantly there are a number of areas where income is performing well above the budget target, in particular in relation to Planning application fees and income from Commercial Assets. Consequently in overall terms external income levels are performing well.

5.7 The Major Service Review report to December Council agreed £645,000 of Base Budget Review savings, where budget targets were reviewed and realigned to ensure they were adequate but not excessive and reflected recent financial performance. This latest set of financial performance figures confirms that these Base Budget Review savings should be achievable, and the final outturn position will be reviewed to check whether any further savings of this type can be identified.

6.0 RESERVES AND BALANCES

6.1 The Council agreed an updated Reserves Policy at its meeting in February. This Policy has taken various factors into account including the difficult medium term financial position facing the Council as a result of an ongoing series of reductions in its grant funding. Consequently the GRA will continue to have an adequate level of reserves in place that should enable it to deal with its financial challenges effectively.

7.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

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

8.0 RISK ASSESSMENT

8.1 The formal reporting of performance on the General Revenue Account is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council.

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 1 – General Revenue Account Projected Outturn Position

Appendix 2 – Minute of Cabinet (Executive Overview and Scrutiny Committee only)

**APPENDIX 1
GENERAL REVENUE ACCOUNT PROJECTED OUTTURN POSITION**

Budget area	Net Budget £000	Variance from Budget £000	Variance %
Community Services	4,501	-100	-2.2%
Corporate Services			
- Borough Solicitor	1,125	-85	-7.6%
- Borough Treasurer	1,637	-90	-5.5%
- Transformation Manager	1,635	-200	-12.2%
Housing and Regeneration	187	-185	See note
Planning Services	1,466	-320	-21.8%
Street Scene	4,923	-130	-2.6%
Central Budget Items	-122	305	See note
Non Service Items	-1,454	-85	-5.8%
Allocations agreed by Council in February		890	Para 5.2
TOTAL BUDGET REQUIREMENT	13,898	0	0.0%

Table Notes

The budget figures for each Service have been updated to include capital accounting adjustments and the allocation of central budget items to services. These are technical accounting adjustments that do not affect the bottom line budget requirement, which has remained unchanged during the year at £13.898m.

Housing and Regeneration has a relatively small net budget requirement because it contains Property Services which is a support service that recharges most of its costs to other services, and also the Community Related Assets portfolio, which generates a significant amount of external income.

General

It should be recognised that some areas of the budget are within the Council's control, for example the filling of vacant posts to achieve salary savings. However other areas such as external income can be volatile where we are exposed to market forces. In addition some service areas are demand led where it can be difficult to directly control expenditure.

Community Services – Favourable variance £100,000

An overall favourable variance of £100,000 is anticipated across this service area. Salary expenditure is being incurred within the budget estimates and income performance has generally been good although with a number of adverse variances including car parking.

The Home Care Link trading account is performing satisfactorily, and any surplus at the year end will be transferred to the Home Care Link reserve, for future use in line with the reserves policy.

Borough Solicitor – Favourable variance £85,000

Income from Local Searches is currently performing above the budget target to date, and there has also been a substantial amount of Legal Costs recovered. Expenditure is being effectively controlled and there are savings in a range of areas including Elections, Civic Admin and Supplies and Services. When all of these factors are combined it should ensure that the service has an overall favourable variance.

Borough Treasurer – Favourable variance £90,000

There have been savings on employee costs as a result of a number of vacant posts during the year, which will help to contribute towards the corporate target for staff efficiency savings. There have also been savings on external audit costs, pensions, and supplies and services which will ensure that an overall favourable budget variance is delivered over the course of the year.

Transformation Manager – Favourable variance £200,000

There is a favourable budget variance on salary costs across the Service, as well as a range of minor savings on other expenditure headings that have contributed to the overall positive financial position. Income performance has significantly exceeded budget targets in a range of areas including Legal Costs Recovered on Council Tax and recovery of Housing Benefit Overpayments. In addition while the level of Benefits payments is a demand led area that is not under the direct control of the Council, it is expected that a favourable variance will also be achieved in this area in line with the findings of the Base Budget Review.

Housing and Regeneration – Favourable variance £185,000

Regeneration and Estates is forecast to achieve a significant favourable variance. The main reason for this position is higher occupancy levels of our commercial assets, which has resulted in improved income levels being achieved and a reduction in the cost of empty business rates liabilities. The Investment Centre's financial performance has also improved and it is now expected to make a modest surplus for the first time in a number of years.

Property Services is also forecast to achieve a favourable budget variance for the year. Two of the main contributors to this position are staff savings from a vacant post in the earlier part of the year, and extra income being achieved through the renting of garage facilities to an outside contractor. There are a number of variances on the utilities, cleaning, and repairs and maintenance lines of expenditure however they are within tolerance limits for the whole account.

Planning Services – Favourable variance £320,000

Planning Application Fees and Pre-Application Advice charges continue to perform well above their targets. Building Control income, however, continues to perform under its target and there has been no uptake on the LABC income generating Scheme. While the increase in income has been a significant contributor to the projected favourable variance, it should be borne in mind that this income is demand led and volatile.

There will be a favourable budget variance on employee costs and savings have also been achieved through the strict management of supplies and services following the implementation of the recent Organisational Re-engineering of Planning Services and the continuing Major Services Review.

Street Scene – Favourable variance £130,000

The Street Scene service area has implemented the blue bin recycling collection regime this year, which has resulted in a more stream lined workflow, although there are some cost pressures on the staffing budgets. Fuel prices have reduced over the course of the year and the operation around the vehicle maintenance section has realised some savings. These factors coupled with other non–staff cost savings will produce an overall favourable budget variance.

Central Budget and Non Service Items

This heading covers a range of corporate budgets including savings targets, treasury management, and capital charges. Central savings targets for staff and other efficiency improvements are all held in this area. The actual savings that are made in relation to these items are contained within Services. Consequently savings made elsewhere will help to offset the adverse variances on these budget items.

MINUTE OF CABINET – 17 MARCH 2015

88. REVENUE BUDGET MONITORING

Councillor Whittington introduced the report of the Borough Treasurer which provided a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

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 financial position of the GRA be noted including the position on reserves and balances.
 - B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.



AGENDA ITEM: 12

CABINET: 17 March 2015

**EXECUTIVE OVERVIEW AND
SCRUTINY: 1 April 2015**

**Report of: Assistant Director of Housing and Regeneration and Borough
Treasurer**

Relevant Managing Director: Managing Director (Transformation)

Relevant Portfolio Holder: Councillor J. Houlgrove

**Contact for further information: Darroll McCulloch (Extn. 5203)
(E-mail: Darroll.McCulloch@westlancs.gov.uk)**

**SUBJECT: HOUSING REVENUE ACCOUNT AND CAPITAL INVESTMENT
PROGRAMME MONITORING**

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an updated position on the Housing Revenue Account (HRA) and Capital Investment Programme.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the financial position of the Revenue Account and the Capital Investment Programme be noted.

2.2 That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.

**3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY
COMMITTEE**

3.1 That the progress against the HRA and the Capital Investment Programme budgets be noted.

4.0 BACKGROUND

- 4.1 The HRA budget and Housing Capital Investment Programme for 2014-15 were originally approved by Council in February 2014. In accordance with best practice both of these areas are subject to review and revision at the mid-year point to ensure that they are based on the latest available information to make monitoring of the respective budgets more meaningful. Council approved a revised mid year position at its meeting in December 2014.

5.0 HOUSING REVENUE ACCOUNT

- 5.1 The Council approved an external income budget for the HRA of £26.286m for this financial year. Right to Buy (RTB) sales and void rates heavily influence the amount of income generated.
- 5.2 RTB sales have slowed in recent months with 24 dwellings having been sold by the end of December 2014 as compared with 50 originally estimated for the full year at the time budget was set. Whilst the reduced number of sales strengthens the income line within the HRA it does however reduce the amount of capital receipts that the Council has for capital investment.
- 5.3 There have been spending pressures on the voids budget this year through a combination of factors including increased volumes, changes in building regulations, and a need to carry out high value works to properties that have either been mothballed awaiting a change in demand, or which have not had significant investment in the past. This factor is expected to be ongoing and consequently has been considered through the budget setting process for 2015-16, with an increase in funding agreed of £300,000 per annum for future years. Members should be mindful that in carrying out this work we have reduced waiting lists for much needed accommodation and increased rental income for the future. A programme that has also exceeded budget is the prior to paint programme which has been expanded to include much critically needed repointing, cavity wall insulation, and maintenance work to chimneys.
- 5.4 There have however been savings made on the level of expenditure on employees, which has been lower than anticipated mainly due to unfilled vacancies. Of particular note are the difficulties of recruiting the right calibre of surveyors within the Property Services Section which in part is attributable to the upsurge in demand for surveyors in the housing construction industry. Measures are being considered in consultation with Human Resources to address this position in 2015-16. There have also been a number of favourable budget variances on supplies and services headings across the HRA.
- 5.5 Within the capital programme there have been a number of favourable tenders and it is also expected that additional savings will be made. This means that the HRA contribution to the capital programme will be below the budgeted amount. When all of these factors are put together the bottom line projection for the HRA is a surplus of around £120,000 at the year end, which is slightly lower than the projection of £150,000 at the mid year review stage.

6.0 CAPITAL INVESTMENT PROGRAMME

- 6.1 The revised capital programme totals £13.907m for 2014/15, and will be funded by contributions from the HRA, borrowing, and to a lesser extent grants and capital receipts. Details of spending against the revised budget at the end of the third quarter are set out at Appendix A together with Service Managers' comments regarding scheme progress to date. This shows that expenditure of £6.558m had been incurred at the end of December, which represents 47% of the total programme.
- 6.2 Due to difficulties experienced in recruiting suitable staff to manage the programmes within Property Services some schemes are likely to slip into 2015/16, the most noticeable of which being the Windows and Doors replacement programme.
- 6.3 On the positive side it has recently been announced that the Council has secured £360,000 in energy savings grant in relation to the Firbeck Revival project. This funding will be paid over in stage payments by the end of the financial year as the agency administering the grant has completed the process of validating the grant claims.

7.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 7.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. Individual capital schemes address Community Strategy issues and links to Corporate Priorities. The Capital Investment Programme also achieves the objectives of the Prudential code for Capital finance in Local Authorities by ensuring capital investment plans are affordable, prudent, and sustainable.

8.0 RISK ASSESSMENT

- 8.1 The formal reporting of performance against budget is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council.

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 - Performance at 3rd Quarter against the Revised Capital Programme

Appendix B – Minute of Cabinet (Executive Overview and Scrutiny Committee only)

APPENDIX A - PERFORMANCE AT 31ST DECEMBER 2014 AGAINST REVISED CAPITAL INVESTMENT PROGRAMME

Scheme Description	Revised Budget	Amount spent to 31 December 2014	Variance	% Spend	Service Manager Comments
EXPENDITURE	£'000	£'000	£'000	£'000	
DISABLED ADAPTATIONS	810	455	355	56%	Budget will be fully committed in financial year
KITCHENS	2,560	1,959	601	77%	Scheme should be completed by year end
BATHROOMS	1,830	1,407	423	77%	Scheme should be completed by year end
ELECTRICAL WORK	100	0	100	0%	Work being tendered
ENERGY EFFICIENCY MEASURES	301	138	163	46%	Will be fully committed in year
ENVIRONMENTAL	153	68	85	44%	Will be fully committed in year
HEATING SYSTEMS	1,355	5	1,350	0%	Will be fully committed in year
LIFTS	40	4	36	10%	This budget will be spent in year.
WINDOW & DOOR REPLACEMENT	2,155	357	1,798	17%	Tenders recently received and scheme will slip to 2015/16
ROOFING WORKS	413	0	413	0%	Programme not planned to start until staff complete the Kitchens programme
WALLS	41	0	41	0%	Will be fully committed in year
COMMUNAL AREAS CAT	125	2	123	2%	Programme will largely complete in year
STUBB BLOCK REFURB EGERTON/ENSTONE	250	0	250	0%	Late Start on Site. Will roll into next year
BOXING IN RANCH STYLE BALLUSTRADES	25	0	25	0%	Programme will shortly complete
SHELTERED UPGRADES	134	32	102	24%	
FERNDALE EXTERNAL INSULATION & ROOFING	189	0	189	0%	Programme will complete this financial year
STRUCTURAL WORKS	219	63	156	29%	Will be fully committed in year

APPENDIX A - PERFORMANCE AT 31ST DECEMBER 2014 AGAINST REVISED CAPITAL INVESTMENT PROGRAMME

Scheme Description	Revised Budget	Amount spent to 31 December 2014	Variance	% Spend	Service Manager Comments
EXPENDITURE	£'000	£'000	£'000	£'000	
COMMUNAL AREAS FLATS - IMPROVEMENTS	3	3	0	100%	Contract retentions awaiting release
ELMSTEAD DEVELOPMENT	34	0	34	0%	Payment to HCA in respect of refund of grant underspend being prepared
CAPITAL CONTINGENCY - VOIDS	708	569	139	80%	Budget will be fully committed in year
CAPITAL CONTINGENCY - OTHER	134	165	-31	123%	This budget has been overcommitted and expenditure will exceed the target
FIRBECK REVIVAL	1,296	846	450	65%	Capital works progressing well and will complete this phase of work this financial year
REPLACEMENT WINDOWS AND DOORS AT BEACON CROSSING	29	0	29	0%	Budget will be fully committed by end of year
GARAGES	10	0	10	0%	
FEES	993	485	508	49%	
TOTAL EXPENDITURE	13,907	6,558	7,349	47%	

RESOURCES					
RESERVE FUNDING	86	0	86	0%	
CAPITAL RECEIPTS	252	0	252	0%	
ENERGY EFFICIENCY GRANT	144	0	144	0%	
HRA BORROWING	3,974	0	3,974	0%	
HRA / MRA CONTRIBUTION	9,451	6,558	2,893	69%	
TOTAL RESOURCES	13,907	6,558	7,349	47%	

MINUTE OF CABINET – 17 MARCH 2015

89. HRA AND CAPITAL INVESTMENT PROGRAMME MONITORING 2014/2015

Councillor Houlgrave introduced the joint report of the Assistant Director Housing and Regeneration and the Borough Treasurer which provided an update on the Housing Revenue Account (HRA) and Capital Investment Programme.

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 financial position of the Revenue Account and the Capital Investment Programme be noted.
 - B. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1 April 2015.



AGENDA ITEM: 13

CABINET: 17 March 2015

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
01 April 2015**

Report of: Borough Treasurer

Relevant Managing Director: Managing Director (People and Places)

Relevant Portfolio Holder: Councillor D Whittington

**Contact for further information: Mrs K Samosa (Ext. 5038)
(E-mail: karen.samosa@westlancs.gov.uk)**

SUBJECT: CAPITAL PROGRAMME MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF REPORT

1.1 To update Members on the current position in respect of the 2014/2015 Capital Programme.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That the current position in respect of the 2014/2015 Capital Programme be noted.
- 2.2 That the uses of the Environmental / Town and Village Centre Improvement Fund set out in Appendix C be noted and endorsed.
- 2.3 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That Members note the current position in respect of the 2014/2015 Capital Programme.

4.0 BACKGROUND

- 4.1 The Capital Programme is set on a three-year rolling basis that is updated regularly when Members are advised of progress against it. The revised GRA programme of £3.467m for 2014/2015 was agreed by Members in December 2014. Council subsequently approved the new Medium Term GRA Programme for 2015/2016 to 2017/2018 on 25th February 2015, but, due to the timing of this budget, these changes have not been fully incorporated into this report.
- 4.2 The Housing Public Sector Capital Programme is the subject of a separate report elsewhere on this Agenda.

5.0 CAPITAL EXPENDITURE

- 5.1 Generally, capital schemes are profiled with relatively low spending compared to budget in the early part of the financial year with increased spending as the year progresses. This reflects the fact that many new schemes have considerable lead in times, for example, because of the need to undertake a tendering process and award contracts at the start of the scheme. Some schemes are dependent on external partner funding and schemes can only begin once their funding details have been finalised. Other schemes include contract retentions or contingencies that will only be spent some time after completion of the contract. Most schemes then progress and spend in line with their approval.
- 5.2 This pattern has been repeated in the current year with £1.467m (42%) of expenditure having been incurred by the end of January. Comparison to previous years is indicated in Table 1 whilst Appendix A shows a breakdown by Service of expenditure and approvals.

Year	Expenditure £m	Budget £m	% Spend against Budget
2014/2015	1.467	3.467	42%
2013/2014	2.127	4.421	48%
2012/2013	2.643	4.304	61%
2011/2012	2.313	5.503	42%

- 5.3 This year's performance is lower than the same point in the last two years but similar to that in 2011/2012. Appendix B provides comments from Heads of Service on the progress of individual schemes against the Programme.
- 5.4 Council agreed a £490,000 allocation for the Environmental / Town and Village Centre Improvement Fund in February 2014, and a further £69,000 at its meeting in February 2015. Appendix C provides a breakdown of how this funding has or will be used and Members are now asked to note and endorse this position.

6.0 CAPITAL RESOURCES

- 6.1 Sufficient resources have been identified to fund the Capital Programme as shown in Appendix A.
- 6.2 A proportion of the resources to fund capital expenditure are based on government allocations that have been confirmed. Other resources come from external funding and schemes that are heavily dependent on this source are not able to start until after the funding has been confirmed. A further source of funding is capital receipts.
- 6.3 Capital receipts are the main area of the capital resources budget that is subject to variation. They are the useable proceeds from the sale of Council assets (mainly houses under Right to Buy (RTB) legislation) that are available to fund capital expenditure. They can vary significantly depending on the number and value of assets sold.
- 6.4 The Mid Year Review report identified that 19 RTB sales had been achieved against the target of 50 for the year and 2 plots of land sold. At the end of the third Quarter a further 5 RTB sales had been achieved with 1 further land sale. The useable receipts generated are analysed in Table 2:

Year	Estimate £'000	Actual £'000	% Received against Budget
Right to Buy Sales	325	201	62%
SAMP Sales	250	273	109%
Total	575	474	82%

- 6.5 Retained proceeds generated by Council House sales are now split between general usable capital receipts (detailed above), One for One Replacement Funding, and Debt Funding. At the end of the third quarter, £0.139m had been generated for One for One Replacement Funding and £0.210m generated for Debt Funding.
- 6.6 The estimate for the year was based on historical averages as the actual pattern of sales is volatile. The total level of capital receipts generated so far this year currently exceeds the budget target for the end of the third quarter by £0.043m. Steady progress is being made on the Strategic Asset Management Plan (SAMP) with further sales in the pipeline. The volume of Right to Buy sales, however, is likely to be less than the budgeted target and the associated sales value is also likely to be less than anticipated.
- 6.7 This has been taken into account in the review of expenditure plans and receipts generated compared to budget when the Medium Term Programme was approved at Council in February. This position will be managed over a medium term timescale.

7.0 SUSTAINABILITY AND COMMUNITY STRATEGY LINKS

7.1 The Capital Programme includes schemes that the Council plans to implement to enhance service delivery and assets. The Capital Programme also achieves the objectives of the Prudential Code for Capital Finance in Local Authorities by ensuring capital investment plans are affordable, prudent, and sustainable. This report provides an updated position and progress statement against project plans.

8.0 RISK ASSESSMENT

8.1 Capital assets shape the way services are delivered for the long term and, as a result, create financial commitments. The formal reporting of performance against the Capital Programme is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. Schemes within the Programme that are reliant on external contributions or decisions are not started until funding is secured and other resources that are subject to fluctuation are monitored closely to ensure availability. The capital receipts position is scrutinized on a regular basis and managed over the medium term to mitigate the risk of unfunded capital expenditure.

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:

A Capital Programme Expenditure and Resources Budget

B Heads of Service Comments

C Use of Environmental / Town and Village Centre Improvement Fund

D Minute of Cabinet (Executive Overview and Scrutiny Committee only)

**2014/2015 GRA CAPITAL PROGRAMME
EXPENDITURE AND RESOURCES BUDGET
as at JANUARY 2015**

Service	Budget Approval	Actual		Variance	
	£'000	£'000	%	£'000	%
EXPENDITURE					
Housing and Regeneration					
Housing Strategy	336	68	20%	268	80%
Property Management	222	95	43%	127	57%
Regeneration	107	12	12%	95	88%
Community Services					
Private Sector Housing	614	426	69%	188	31%
Other Community Services	852	516	61%	336	39%
Planning	209	49	24%	160	76%
Street Scene	231	189	82%	42	18%
Corporate Services					
Financial Services	28	13	48%	15	52%
Transformation	378	79	21%	299	79%
Central Budget Items	490	20	4%	470	96%
	3,467	1,467	42%	1,999	58%
RESOURCES					
Capital Grants	746				
Revenue Funding	230				
Prudential Borrowing	75				
Capital Receipts	2,416				
	3,467				

CAPITAL PROGRAMME 2014/2015
HEADS OF SERVICE COMMENTS
As at JANUARY 2015

Housing Strategy
<p>The Affordable Housing budget is committed to the Council's partnership with Regenda Housing Group. The first affordable housing scheme through the Partnership comprised 4 units and completed January 2015. A second site, of 31 units, is under construction and a third site, of 14 units is progressing through the planning system. A fourth site, of 12 units, has planning permission and is due to commence during 2015. Due to the timing of progress on these schemes means that there is likely to be slippage on this scheme.</p> <p>This total of 61 units that will be provided through this project is significantly higher than the original 32 unit maximum originally anticipated. The partnership has also helped attract £1.6m of additional HCA investment to the Borough and New Homes Bonus at the higher rate will also be achieved when the affordable units are completed.</p>
Regeneration and Estates
<p>Consultants have been appointed for the Greenshoots Project and expenditure is dependent on progress of the scheme. This is likely to mean that the budget will need to be slipped into the new financial year.</p> <p>The trial with the Housing QL system was not successful and further system investigations are not planned at this time. The GRA funding for this scheme (£10,000) is, therefore, no longer required.</p> <p>Work on the initial Culvert Debris Screens is completed. Works to new Screens will commence in the new financial year meaning that the remaining budget will need to be slipped.</p>
Corporate Property Management
<p>Projects within the Corporate Property Programme are progressing and overall spend is likely to be at around 83% of the year's budget. This is comparable to the previous year's outturn (82%).</p> <p>The remaining budget will be slipped into the new financial year to fund larger scale works that are now planned for the new year.</p>

CAPITAL PROGRAMME 2014/2015
HEADS OF SERVICE COMMENTS
As at JANUARY 2015

Planning

The Free Tree Scheme has again been a success and is complete for the year. Orders have been placed for expenditure on implementing the OR recommendations but this is mostly dependent upon the Planning ICT Upgrade. Phases 1-3 of this are complete and the remaining phases will be implemented in the new financial year meaning that any unused approvals will need to be slipped.

The new CIL/S106 Database has been implemented and quotes are being investigated for the Replacement Scanner which should be installed by the end of the financial year. The Canal Towpath scheme should also be completed by the end of the financial year.

A Government Grant has been received for software to implement the New Burdens Inspire Project. This will be used in collaboration with the LCC Mapzone Group and spent within the financial year.

The remaining Planning schemes are demand led. There are commitments for Conservation Area Enhancement Grants but the Buildings at Risk budget has not yet been called upon and will be slipped into the next financial year.

Street Scene

The Replacement Blue Bins scheme is complete and bins have been distributed to households.

The Vehicle In-Cab Communications System will not be completed by the end of the financial year due to on-going discussions with our preferred supplier exploring additional functionality improvement options that are available within the overall package. The scheme will, therefore, slip into the next financial year.

CAPITAL PROGRAMME 2014/2015
HEADS OF SERVICE COMMENTS
As at JANUARY 2015

Corporate Services

The progress made on delivering Parish Capital Projects rests with individual Parish Councils and is not within the direct control of the Borough Council. Consequently, the final level of expenditure in this area will depend on how quickly Parish Council can deliver their Programmes.

Details on the uses of the Environmental / Town and Village Centre Improvement Fund are set out in Appendix C.

An ICT strategy has been agreed and the necessary funding put in place to deliver it. While expenditure to date in this area has been limited, the strategy should ensure that key issues will be addressed. For example, in addition to developments specific to individual services (eg. Civica Icon upgrades, ensuring card payments taken council wide are compliant with Data Security Standards), Strategy Projects currently planned/underway include:

- replacing and upgrading Microsoft ICT infrastructure (which is recognised as a key risk on the Council's strategic risk register)
- upgrade of the SQL Server (to meet the needs of third party applications, for example Northgate and Civica Icon (for income management))
- implementation of secure remote access (to comply with the government's PSN requirements which means for example that we can continue to deliver the Revenue and Benefits service)
- replacement of / upgrading Windows XP machines with Windows 7 pro (as Windows XP becomes 'end of life').

Community Services - Private Sector Housing

Both Housing Renewal Grants and Disabled Facility Grants are demand led. Demand for Renewal Grants remains lower than anticipated but demand for DFG's is higher than anticipated.

There are expenditure commitments on both schemes and any unspent budgets will be slipped into the new financial year to cover commitments.

CAPITAL PROGRAMME 2014/2015
HEADS OF SERVICE COMMENTS
As at JANUARY 2015

Other Community Services

The Leisure Trust funding is part of an on-going agreement and the budget will be fully spent.

Schemes using section 106 monies for improvement works at various parks, the Bowling Green, and new play equipment are progressing. Works should be mostly complete by the end of the financial year or the beginning of the new financial year.

Progress on the CCTV scheme has been delayed following discussions around final locations of CCTV cameras. This will mean that some of the approvals will slip into the new financial year when the scheme is likely to complete.

The installation of electric vehicle charge points at Sandy Lane Car Park will progress before the end of the financial year.

Works are progressing on Flood Alleviation Schemes and should complete early next year meaning there will be some slippage.

APPENDIX C
USE OF ENVIRONMENT / TOWN AND VILLAGE CENTRE IMPROVEMENT FUND

Schemes identified through the budget process / during the course of the 2014-15 financial year £

Christmas Lights	30,000
Ormskirk Car Parks	120,000
Banks Car Park with North Meols Parish Council	10,000
Poppies scheme	1,500
CCTV phase 3 - higher than expected costs	16,000
All Saints Parish Church Car Park, Hesketh Bank	15,000
Hilldale Village Hall	6,500

Schemes identified through budget process for 2015-16

Ormskirk Town Centre Strategy Implementation	210,000
Skelmersdale Public Realm Improvements	120,000
Common Area Improvements adjacent to Youth Zone, Nye Bevan and Skelmersdale Library	20,000
Coronation Park Wildflower Meadow	4,000
Ruff Wood - car parking adjacent to Vicarage Lane	6,000
Total	<u>559,000</u>

Funded by

Council approval February 2014	490,000
Council approval February 2015	69,000
Total	<u>559,000</u>

MINUTE OF CABINET – 17 MARCH 2015

90. CAPITAL PROGRAMME MONITORING

Councillor Whittington introduced the report of the Borough Treasurer which provided an update on the current position of the 2014/2015 Capital Programme.

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 current position in respect of the 2014/2015 Capital Programme be noted.
 - B. That the uses of the Environmental/Town and Village Centre Improvement Fund set out in Appendix C of the report be noted and endorsed.
 - C. That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 1st April 2015.