



Jacqui Sinnott-Lacey
Chief Operating Officer

52 Derby Street
Ormskirk
West Lancashire
L39 2DF

Friday, 9 October 2020

TO: THE MAYOR AND COUNCILLORS

Dear Councillor,

Please find attached additional papers for the meeting of **COUNCIL** being held on **SKYPE** on **WEDNESDAY, 14 OCTOBER 2020** at **7.30 PM**.

Yours faithfully

A handwritten signature in black ink, appearing to be 'JS', enclosed in a rectangular box.

Jacqui Sinnott-Lacey
Chief Operating Officer

AGENDA
(Open to the Public)

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| 9. | OUR PEOPLE STRATEGY 2020- 2023
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| 10. | OVERVIEW & SCRUTINY ANNUAL REPORT 2019/20
Appendix A – marked 'To follow'. | 497 - 510 |

(Not open to the Public)

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| 17. | LEISURE CONTRACT AND LEISURE PROCUREMENT REPORT
Report of the Corporate Director of Place and Community – marked 'to follow'. | 511 - 524 |
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We can provide this document, upon request, on audiotape, in large print, in Braille and in other languages.

For further information, please contact:-
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Or email jacky.denning@westlancs.gov.uk



WEST LANCASHIRE
BOROUGH COUNCIL

PEOPLE STRATEGY 2020-2023





JACQUI SINNOTT-LACEY

Chief Operating Officer



The Our People Strategy and the role of our employees in West Lancashire Borough Council is one of the most fundamental pieces of work that came out of the organisational review on how we could become a more sustainable Council for the future.

This is how we will build our new future together to enable the Council to become an inspiring, dynamic and exciting place to work and where all our employees feel supported to perform to their best and to truly make a difference to our communities and the local economy.

Our people helped to create this Strategy and my vision is that our people are instrumental in owning and implementing it. We have already seen the passion and

drive to make this a meaningful Strategy that can be embraced by all.

So far...

- Almost half of all employees were involved in focus groups and/or one to one discussions to help shape the Strategy.
- A Steering Group with representatives from across the Council has contributed to the final version and action plan.
- Our Ambassadors play a key role in promoting the development of the Strategy and they will continue to do this throughout its implementation.

We have a more detailed action plan outlined in the appendix and

these measurable actions will be led and implemented by our people. We have already started work on some key initiatives such as more agile working, which we hope will help further enhance a flexible work life balance across all teams.

Please take the time to read the Strategy, so everyone can understand how they will contribute and take responsibility for its delivery. We all own this strategy. If there is a key action that anyone would like to contribute towards, we would love to hear from them. Together as a team we can achieve great things. I encourage all staff to speak to their manager about the areas in which they think they can make a difference, to help us achieve an empowering culture with amazing results.



WHY IS OUR PEOPLE STRATEGY IMPORTANT TO YOU?

As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough. We want to be a Council which is ambitious for West Lancashire - our Economy, our Environment and for our Health and Wellbeing. This, Our People Strategy has been developed to attract, retain, value, and develop our people, so our staff perform to the best of their ability and are empowered to provide excellent services

to our citizens, businesses and visitors.

The purpose of this document is to provide our people with an overview of the Strategy's strategic objectives, the actions we are committed to, how we will measure these and the outcomes we plan to achieve. A detailed action plan has been created to underpin the Strategy and to support the delivery of each of our key priority areas.

“As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough.”



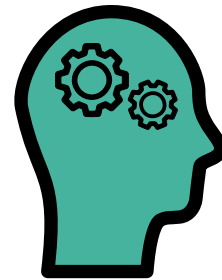


By implementing Our People Strategy by 2023, we will have achieved the following strategic objectives:

1. EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION



2. BECOME A COACHING AND LEARNING ORGANISATION



3. TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE



4. BE THE EMPLOYER OF CHOICE





INTRODUCTION

Our purpose is to be a place that people want to live, work, play and visit. We, the West Lancashire Borough Council, exist to provide services to our residents, businesses and visitors to the borough and our ambition is to improve people's lives in respect of this vision.

Our people are at the heart of this because they are critical to achieving our vision. We perform at our best when we feel supported and valued in what we do. We know we really make a difference to how our customers feel and think about the Council. In short, we know that when we are engaged and supported, our customers are too!

CONTEXT

The focus of the Our People Strategy is to outline a set of strategic objectives to enable our people to support our major organisational transformation. It integrates with the Council's direction of travel and is underpinned by:

- **Our ambition to create a One Council approach.**
- **Our belief in our people's ability and our organisation's ability to learn and grow.**
- **Our desire to support our people and build their capacity and capability so they can be the best they can be.**

The success of the Council is dependent on our people being fully engaged and committed to driving our cultural transformation. This ensures that we achieve our ambitions for our citizens, businesses, visitors and our people.



OUR VISION FOR THE OUR PEOPLE STRATEGY

Our vision is to be a high performing, agile, forward thinking, and dynamic Council, and an employer of choice in the UK. We want to attract, retain, and sustain the right talent, and engage and empower our people to be the best that they can be. This is so that we can deliver the highest quality services to our customers, facilitated through effective leadership and a nurturing, learning and vibrant culture.

OUR MISSION FOR THE OUR PEOPLE STRATEGY

Our mission is to bring our vision for West Lancashire to life, by delivering the outcomes of the Our People Strategy. We want the outcomes to value our people, and provide opportunities for personal development, helping us to achieve our goals through an empowered workforce and the use of digital technology.

STRATEGIC OBJECTIVES AND OUTCOMES

To enable us to achieve our vision, we have identified four strategic objectives. These will be our focus and will shape the way we work to deliver excellent services. Each objective is underpinned by key actions, a clear outcome, and a list of measurable outcomes. **Please refer to our appendix for a further detailed action plan of each of our strategic objectives.**

1.

EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION

Objective: Current and future internal and external challenges demand us to be more resilient, responsive, adaptive, and creative. To deliver the most innovative, creative, and sustainable solutions to our customers, we need to adopt a high performing, agile and One Council mindset. To achieve this, we are committed to the following actions:

Actions and measurable outcomes

1. We role model our values and behaviours in all that we do. We will do this through courageous conversations that challenge the way we do things. We will celebrate and recognise not just what we achieve but how we go about it.
2. We do what we say we will when we say we will. We will create a high performing culture in everything we do. This will be a culture of accountability where all managers and staff take ownership and we hold ourselves and others to account. We will be clear of what is expected of us and how our individual roles contribute to the overall priorities of the organisation.
3. We value, support, and challenge each other. We will encourage and celebrate collaboration by actively sharing information with each other. We will be one team. We will value our front-line services that play a critical role for West Lancashire Borough Council.
4. We think and act like a business. We will go above and beyond to deliver customer focused solutions that are value for money and sustainable for the future. We will encourage an entrepreneurial spirit and income generation approach.
5. We are creative and innovative. We will be an agile, dynamic, and forward-thinking Council, known nationally for its excellence.
6. We work together to be better. We will enable our services to work collaboratively so that together we can achieve bigger things. We will do this by improving our use of resources, so we are set up in the most effective, agile, and responsive way.

Outcome: We are working in an agile, fast-paced, and dynamic manner to collectively achieve our shared ambitions. We live and breathe a working culture that effectively responds to challenges and changing circumstances. We take ownerships for our actions and role model our values and behaviours in everything we do.

This will be measured by:

- Improved customer satisfaction measured by the Citizen and Stakeholder annual survey with the baseline figure gathered in 2020 improving year on year.
- An annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- Monitoring staff turnover rates against sector specific national averages to ensure consistency with peer groupings.
- Actions Monitored through Service Action Plans to ensure targets are met.

2.

BECOME A COACHING AND LEARNING ORGANISATION

Objective: We are committed to becoming a coaching and learning organisation, through building leadership capability and providing the opportunity for every member of staff to be the best that they can be, so we can deliver excellence to our internal and external customers. To achieve this, we are committed to the following actions:

Actions and measurable outcomes

1. We are all leaders and take responsibility for our actions. We will all role model the mind-set, values, behaviours, and actions of being a leader. We will own our corporate message, understand and be able to explain why we do things. We will invest in our people management skills to create consistency in excellent management at all levels.
2. We embrace a coaching approach. We will become a coaching organisation where we support a coaching approach in our leadership at all levels. We will provide coaching training to all managers. We will create coaching ambassadors to help us understand the value of coaching, promote it, and support other staff to develop this approach.
3. We embed a culture of learning and innovation. We will share ideas and actively seek feedback from others so we can learn and grow. We will view mistakes as a learning opportunity. We will
- adopt a growth mindset which will allow us to thrive in a fast-paced, agile, and dynamic work environment.
4. We continually review the way we work. We will do this by carrying out monthly 1:1 conversations that address work objectives, resource needs and our personal learning, and development needs as well as our core behaviours as an essential element to how we work. We will be a high-performing organisation, as benchmarked against national standards.
5. We seek to learn from others. We will continuously challenge ourselves to be the best we can by learning from others, both within and outside the Council. We will continually review external best practice and embed where relevant innovative ideas and new ways of doing things.

Outcome: We are known as a coaching organisation where we are all role modelling effective leadership behaviours, through adaptive leadership. We are thriving in our roles, with clear, personal growth targets in place. Our managers are building and leading high performing teams, which embrace innovative and creative opportunities that deliver the best outcomes for our customers.

This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- An increased number and variety of available courses.
- Increased Learning and Development activities per head of workforce, including e-learning through monitoring of e-learning records and line manager review of annual appraisals.
- The establishment of 12 Coaching ambassadors and the presence of cascade training throughout the organisation.
- The number of people undertaking apprenticeships is in line with the 2.3% target over 3 years.
- The number of people engaging in mentoring/work shadowing activities increases year on year.

3.

TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE

Objective: We are passionate about our people and want an inclusive and enabling culture that is supportive, respectful, and high performing. We want our people to feel valued and recognised. We want to ensure our people are empowered to make decisions and to share ideas. We want to celebrate their great achievements and foster a culture where everyone feels safe to have a say. This sets our people up for success and enables them to provide great quality service to our customers. To achieve this, we are committed to the following actions:

Actions and measurable outcomes

1. We value and challenge each other. We will create a culture of appreciating, supporting and constructively challenging one another both within and across teams, so we can achieve excellence for our customers.
2. We give and receive constructive feedback. We will use our 1:1 conversations to have meaningful, positive, and action-oriented discussions which empower us to be high performing.
3. We empower each other to fulfil our roles. We will trust one another to do our jobs and ensure levels of decision-making across the organisation enable us to work in the most effective and efficient way. We will feel empowered to share ideas, new perspectives and everyone will feel safe to have their say.
4. We recognise and celebrate success. We will do this within our teams and across all services, through the Team West Lancs and other media. We will bring to life our values and behaviours by celebrating what we do well and how we do it.

Outcome: Our staff feel valued, empowered, and motivated to perform at the highest level and deliver high quality services to our customers. We celebrate our achievements. We are known as an outstanding Council, that goes above and beyond for its staff, recognised nationally for its excellence.

This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- Monitoring staff turnover rates against sector specific national averages in ensure consistency with peer groupings.
- Increased Learning and Development activities per head of workforce, including e-learning.
- Increased number of people engaging in mentoring/work shadowing/Volunteering/activities.
- Increased number of Staff willing to get readily involved in ambassador/champion roles.
- Increased number of nominations for awards.
- Measuring the success in applying for external awards, year on year.
- Demonstration of behaviours and people living the Council values, measured through success stories and case studies, catch-up meetings and the number of mentions in “Team West Lancs” across a range of media.

4.

BE AN EMPLOYER OF CHOICE

Objective: Our ambition is to attract, recruit, induct and retain the right people, with the right skills at the right time, that enables succession opportunities through structured career progression. We are committed to providing a wide range of opportunities to every member of staff so our people can flourish, grow and be the best they can be, so they can deliver the highest level of service to our customers. We are also committed to both becoming and branding ourselves as the employer of choice across the country. To achieve this, we will implement the following actions:

Actions and measurable outcomes

1. We recruit, retain and sustain our talent by investing in them. We will ensure there is a continuity plan in place to support succession across all teams. We will make 'developing our skills for the future' part of how we work by encouraging shadowing opportunities and embedding learning in everything we do.
2. We are recognised for making a positive difference within our local communities. We will do this by providing support for developing work placements for young people. We will also support a steady source of local home-grown talent for our future workforce and we will collaborate with the Department for Work and Pensions on Talent Pool recruitment activities.
3. We celebrate and value our diverse workforce. We will practise a talent management approach that enables us to recruit the best and most diverse talent for our team.
4. We are known as an attractive employer across the country. This will be not only thanks to who we are and the way we work, in an agile and flexible way, but also because of the many benefits we provide (e.g. agile working, car lease scheme, etc.) and the awards we hold.
5. We value the health and wellbeing of our staff. Our staff will feel valued and celebrate a positive work life balance. We will be recognised as an attractive place to work thanks to our many positive health and wellbeing initiatives.

Outcome: We recruit, retain, and sustain the highest quality talent. Our people are engaged and committed to achieving a One Council approach and delivering excellence to our internal and external customers. We are regarded as the employer of choice in West Lancashire and beyond.

This will be measured by:

- Monitoring staff turnover rates against sector specific national averages to ensure consistency with peer groupings.
- Monitoring the responses to an annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- A plan of social action in place which is implemented, recorded and evaluated, including work experience, apprenticeships, work placements, etc.
- We will achieve at least one external award, such as Investors in People.
- A workforce profile that is reflective of community.
- The number of people undertaking apprenticeships in line with the 2.3% target over 3 years.



CONCLUSION

Our People Strategy has been developed to attract, retain, value, and develop employees of West Lancashire Borough Council. This is so that our people can perform at their absolute best and so that they are empowered to provide excellent services to our customers. This document provides an overview of the Our People Strategy strategic objectives, the actions we are all committed to and the measurable outcomes, so we can measure and celebrate our success, hold each other to account and learn and grow to be an outstanding Council. Please refer to our appendix for our detailed action plan.

Current and future internal and external challenges demand our people to be resilient, adaptive, and creative. The Our People Strategy sets the foundations of an adaptive, forward-thinking, and high performing culture for West Lancs.

By achieving our People Strategy objectives, we are confident we will achieve our vision of attracting, engaging, developing, and empowering our staff to be their best so they can deliver the highest quality services to our customers. We will adopt an agile and One Council mind-set to deliver the most innovative solutions to our customers. We will become a coaching and learning organisation, where we empower our staff to flourish, support and learn from one another. We will become an employer of choice in West Lancs and across the UK.

Thanks to the input and involvement of our people, we have co-created this People Strategy. We are excited about both what we will collectively achieve and who we will become through this plan.



West Lancashire Borough Council

Overview and Scrutiny Annual Report 2019/20



INTRODUCTION

Welcome to the seventeenth annual report on Overview and Scrutiny in West Lancashire, which gives a retrospective insight into the important work undertaken by each of the Council's Overview and Scrutiny Committees that has made a real difference to the work of the authority and information on some of the subjects our Committees will be scrutinising during 2020/21.

In 2019/20 Council year Overview and Scrutiny at West Lancashire operated through two Committees, the Executive Overview and Scrutiny Committee and the Corporate and Environmental Overview and Scrutiny Committee. The work undertaken has been wide-ranging and the report notes key scrutiny activity handled over the last year. Members in examining the issues presented to them have considered best practice and taken evidence from interested parties, highlighting the reasons that informed the recommendations resulting from their work.

Recognising the extensive and in depth nature of the work undertaken by the two Committees, I would like to thank, past and current Members who were involved in the scrutiny activities during 2019/20. Particular thanks goes to those external to the Council who gave up their time to attend various forms of meetings and contribution to the work of the Committees.

The Council continues to recognise the importance of the independent challenge of overview and scrutiny and the diversity of the contributions that has been invaluable in assisting the approach to overview and scrutiny at West Lancashire Borough Council.

Chris Twomey

Corporate Director of Transformation and Resources
October 2020

SCRUTINY IN WEST LANCASHIRE

In 2019/20 Overview and Scrutiny operated through two committees – The Executive Overview and Scrutiny Committee and the Corporate and Environmental Overview and Scrutiny Committee.

Executive Overview and Scrutiny Committee

The Executive Overview and Scrutiny Committee continues to provide a cross-cutting forum to consider matters as follows:

- 'Call In' – scrutinising decisions made by Cabinet prior to implementation
- 'Post Hoc Scrutiny' – examining decisions after they have been made
- Considering matters referred by Cabinet or Council
- Making proposals to Cabinet or Council/reviewing the performance of the Cabinet and the Council's senior officers
- Conducting budget and policy development linked to the Cabinet Cycle

During 2019/20 under the Chairmanship of Councillor Donna West, the business of the Executive Overview and Scrutiny Committee included consideration of the following matters:

'Call In'

There were no 'call-in' requests received during this period

'Post Hoc Scrutiny'

All minutes of Cabinet meetings were referred to the Committee for post hoc scrutiny. As part of this process the Committee held the Cabinet to account for the decisions they had taken and raised detailed questions and observations on the following items:

- **Call In Item – Leaseholder Properties and the Planning Process**, the Committee requested an update to be circulated to Members of the Committee in relation to a Call In item it had referred back to Cabinet in March 2019 in relation to Leaseholder Properties and the Planning Process – with particular reference to the onerous terms of leaseholds – following the concerns raised at the Committee and the request for a different decision, the Cabinet changed its decision "to note the report" from the Director Development and Regeneration and a resolved: "That the Borough Solicitor, in consultation with the Leader, be requested to examine potential for any further measures that might be invoked, within existing legislation, which might reduce the onerous terms of the kind of leaseholds which are of concern to members and in this regard the Borough Solicitor be authorised to seek external advice to assist consideration with the costs to be met from within existing budgets."
- **Draft CIL Funding Programme 2020/21** - with reference to when the public consultation on the spending of 'neighbourhood' CIL monies in Ormskirk will be held – The Committee asked for an update to be circulated to members of the Committee in respect of when the public consultation on the spending of 'neighbourhood' CIL monies in Ormskirk would take place.

- **Funding of Voluntary & Other Organisations Working Group** – in relation to new funding arrangements for voluntary and 3rd sector organisations – The Committee requested an update be circulated to Members in relation to future revenue funding arrangements to voluntary organisations from 1 April 2020 onwards, ie. the outcome of the transition from grant to commissioned funding.
- **Customer Services Contact Centre Performance Update** - The Customer Experience Manager attended the Committee, following a request made at the previous meeting when scrutinising the Corporate Performance Management 2019/20 report. Officers were asked to attend a future meeting and evidence their plans to improve performance from 326 seconds (against a target of 145) for Q4 18/19 to meet the current performance target as set out in WL108 'average answered waiting time for callers to the contact centre (seconds)'. A commitment was given and this was monitored by Committee and Quarter and the year-end performance exceeded target, achieving 74 seconds.

Matters referred by Cabinet or Council to Executive Overview and Scrutiny Committee for views and comments

Cabinet or Council are able to refer items directly to Scrutiny, however it is usual that reports are headed up for both Executive Overview and Scrutiny Committee as well as Cabinet and, on occasion Council, when appropriate.

Making proposals to Cabinet or Council

The Overview and Scrutiny Committee has the power to make recommendations to the Cabinet or Council in respect of any issue.

- **Council Housing Asset Management Strategy and Capital Programme Procurement Approach** – Following approval at Cabinet, the Deputy Property Services Manager attended the meeting, provided an overview, clarification on the issues raised and responded to questions and the report was endorsed in its current format to progress to Council.
- **Public Speaking Protocol** – Following approval of the Protocol at Cabinet, the Committee referred its comments to Council in respect of the inclusion of reference to Parish Council, that provision for a resident to be represented by a Borough Councillor, that written representations should be considered without the need for the resident to attend a meeting and that public speaking be extended to Council meetings and that meetings should commence at an earlier start time of 7.00pm in order to accommodate.
- **Homelessness & Rough Sleeper Strategy 2019-2024 (Consultation Draft)** – The Committee agreed the draft Homelessness & Rough Sleeper Strategy 2019-2024 for submission to Cabinet as a consultation draft to be made available to the public and stakeholders for a period of consultation.

Conducting policy and budget development linked to the Cabinet Cycle

Policy and Budget Development is also a key role for scrutiny and the Committee was involved in the following during the year:

- **Review of Flexible Tenancies** – Following approval at Cabinet of the Tenure Policy 2019 and the delegation given to the Director of Housing and Inclusion, in consultation with the relevant Portfolio Holder to make amendments to the Policy, the Committee requested that 'Secure lifetime Tenancy' be changed to 'Secure Tenancy'.
- **Outcome of Route Optimisation Project** – Following approval at Cabinet of the new proposed operating solution the Committee asked the Director of Leisure and Environment, in consultation with the Portfolio Holder for Street Scene, to consider the possibility of utilising waste transfer station facilities at neighbouring authorities to help further reduce fuel costs and travel time.
- **Customer Engagement Strategy 2020-2022** – Following approval of the Strategy at Cabinet, the Committee raised detailed questions and raised no issues of concern in its submitted format.
- **Shared Services Contract** – Following approval at Cabinet the Committee asked detailed questions and raised no issues of concern in relation to the proposals

Scrutiny members were also members of the following Cabinet Working Groups:

- Local Plan
- West Lancashire Leisure Partnership
- Landlord Services Committee
- Funding of Voluntary & Other Organisations
- Estates Regeneration
- Electoral Review
- Community Wealth Building
- Flooding and Drainage

Budget Scrutiny

The Committee has continued to be involved in budget scrutiny. Corporate Directors/Heads of Service and various officers across the Council have attended meetings to provide information and answer questions.

The Committee has scrutinised and monitored the following finance reports during the year:

- HRA Revenue & Capital Mid-Year Review 2019/20
- Draft Revenue Budget 2020/21
- Draft Medium Term Capital Programme
- Housing Account – Revenue and Capital Budget Setting
- HRA Revenue & Capital Monitoring

Member Development Commission

The overview of the development of Members now continues through Executive Overview and Scrutiny committee, the Member Development Group representatives and Portfolio Holders/Shadow Portfolio Holders with special interests. The Commission meets twice a year with ad hoc meetings as required where Members have been kept abreast of courses, conferences and other training opportunities and identifies appropriate training to support Members. Members have attended these in accordance with their particular areas of interest. The Identification of Training Needs (ITNs) for Members is continued.

Members have also attended events organised for them including;

Annual Culture & Tourism Conference
Leadership Essentials: Prevent and Counter Extremism
Webinar – Understanding the Impact of COVID-19 On Your Council
Questioning Skills for Scrutiny (Virtual)
Corporate Priorities and Vision Scrutiny Workshop (Virtual)
Mayoral/Civic Coaching
Preventing Suicide at WLBC

In 2019 Commission was tasked with identifying a way forward in order to give effect to the greater role that was envisaged for Councillors in setting the strategy and direction of the organisation under the Sustainable Organisation Review.
The Commission is undertaking a review of the Overview & Scrutiny function at West Lancs and a report to Council will be reported to Council in 2020/21

The Executive Overview & Scrutiny Committee is kept up-to-date with the work of the Commission through the minutes of its meetings.

Corporate and Environmental Overview and Scrutiny Committee

The remit of the Corporate and Environmental Overview and Scrutiny Committee is to:

- Undertake Performance Management.
- Conduct in-depth reviews/policy development within Services, including related external matters as set out in its Work Programme for the relevant year.
- Routinely review recommendations from previous reviews.
- Consider Members' items (including Councillor Call for Action).
- Consider Items referred to it from the Members' Update at the request of a Member.
- Act as the Council's Crime and Disorder Committee.

Under the Chairmanship of **Councillor Vicky Cummins** the business of the Corporate and Environmental Overview and Scrutiny Committee in 2019/20 included consideration of the following matters:

Performance Management

The Committee plays a key role in performance management by:

- Monitoring and commenting on Council performance by considering regular performance management reports.
- Requesting additional performance information to scrutinise specific service quality.
- Holding the Cabinet and Officers to account if specified outcomes are not being met, ensuring questions are asked both about value for money and the performance of staff.
- Ensuring that effective performance systems are in place and working well.
- Conducting strategic reviews that include service performance in line with strategic objectives.
- Raising individual agenda items on aspects of poor performance.

During 2019/20 the Committee scrutinised the following reports and raised detailed questions in respect of the following:

- Quarterly Performance Indicators ended 31 March 2019 with particular reference to:

- B1 (Time taken to process Housing Benefit/Council Tax Benefit new claims and change events).
 - WL108 (average answered waiting time for callers to the Contact Centre) – charges to residents waiting on a call following notification of a call-back request, length of time for a call-back/how call-backs are prioritised, working patterns of residents contacting the Council.
 - N192 (% of household waste sent for reuse, recycling and composting) – numbers fallen, mixed waste units at the tipping sites.
- Quarterly Performance Indicators ended 30 June 2019 with particular reference to:
 - WL133 (No of visitors to Chapel Gallery),
 - HS28 % of properties with a valid Electrical Installation Report (homes and buildings)
 - WL143% of Direct Dial calls answered
 - LE03, 04, 05 Average Number of missed bins per fortnight for refuse, garden waste, recycling.
 - WL108 Average answered waiting times for callers to the Contact Centre
- Quarterly Performance Indicators ended 30 September 2019 with particular reference to:
 - ES08: % locations inspected falling into categories A/B – Grounds Maintenance
 - ES12 &13 % Flytips removed
 - WL132 (Working days lost due to sickness absence) Impact from SORP review
 - WL108 (Average answered waiting time for callers to the contact centre) WL90 (% of Contact Centre calls answered)
 - NI192 (Percentage of Household Waste sent for reuse, recycling and composting) LCC / Farrington Recycling Facility
- Quarterly Performance Indicators ended 31 December 2019 with particular reference to:
 - ES18 No of Flytip incidents reported
 - BV8 % Invoices paid on time
 - WL132 FTE working days lost due to sickness absence per average FTE
 - WL108 Average answered waiting time for callers to the Contact Centre
 - WL90 % of Contact Centre calls answered
 - HS1 % Housing repairs completed in timescale
 - WL131 No. Social Media followers (WLBC FB, Twitter)
 - ES14,15,16,17 Average of missed bins per fortnight
 - ES01 No. grass cuts undertaken on the highway between April – October
- Quarterly Performance Indicators ended 31 March 2020 with particular reference to:
 - BV8 % Invoices paid on time
 - WL90 % of Contact Centre calls answered
 - WL108 Average answered waiting time for callers to the Contact Centre
 - NI157a – Processing of Major Planning Applications
 - ES18 No. of fly tip incidents reported
 - NI192 Percentage of kerbside household waste sent for reuse, recycling and composting
 - ES14, 15, 16, 17 Average of missed bins per fortnight

- HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)

Relevant officers attended the meetings and provided additional information and responded to questions.

Other items considered:

At the request of Cabinet, the Corporate Overview and Scrutiny Committee receive annually, in the form of a presentation to Members, a report on the work undertaken in the previous twelve months on the:

- **BT Lancashire Shared Services**

An update of the work undertaken in the previous twelve months, as part of the shared service arrangements, is scrutinised and monitored by the Committee. In 2019/20 the Directors of ICT and Revenues & Benefits of BT Lancashire Services, attended a meeting (11 June 2020) to present the annual report of that body and responded to detailed questions on their presentations. The Committee raised no issues of concern that required further action.

- **Leisure Trust**

An update on the work undertaken in the previous twelve months was presented on behalf of West Lancashire Community Leisure (WLCL)/SERCO. In 2019/20 representatives of WLCL, attended a meeting (17 September 2020) to present the annual report of that body and responded to detailed questions on the presentation.

- **Crime and Disorder Scrutiny**

Members scrutinised the work being undertaken around crime and disorder, projects being delivered in the borough to combat and improve resident's lives and how it was funded. A presentation was made to the Committee on behalf of the West Lancashire Community Safety Partnership outlining the vision of the Partnership. The committee were reassured by the work being undertaken by the partnership and recognised the positive impact this is having on the communities of West Lancashire

In-depth review/policy development

'Community Involvement In Service Delivery' - Review of Recommendations

The topic was chosen by the Committee following a consultation exercise and scoring exercise. The Committee concluded its work on the review in January 2019. A review of the Committee's recommendations was undertaken in September 2019.

Arising from the review a request to review funding for Abbey Lane Playing Fields was considered by the Committee and the

Litter Bin Policy

The topic was chosen by the Committee following a consultation and scoring exercise, as it was felt that given litter bin provision was a current topic both for the Council and Residents

that it was an appropriate time for Scrutiny to work with Officers to review and revise the Council's Litter bin provision policy.

The Committee concluded its work on this review in 2019. The final report and recommendations to approve a policy for the provision of litter bins, undertake a pilot of compaction bins and progress a litter bin replacement programme was approved by Cabinet on 5 November 2019.

A review of the Committee's recommendations was considered by the Committee at its meeting on 17 September 2020.

Financial Inclusion Strategy

The topic was chosen by the Committee following a consultation and scoring exercise. The aim of the Committee was to review the 'Council Tenants Financial Inclusion Strategy'.

The Committee received Briefings and Presentations from the Financial Inclusion Team. Virtual Stakeholder Workshops took place to enable feedback on the key issues and a further feedback session was held involving Members of the Committee. The work of the committee is ongoing and a revised Strategy should be presented to Cabinet in January 2021.

Other matters referred to the Corporate and Environmental Overview and Scrutiny Committee for views and comments

In 2019/20 the following items were referred to the Committee:

- Customer Contact Centre Call Handling – Performance Indicators - As requested from the previous meeting, the Committee received a presentation from the Customer Experience Manager, which gave an overview and update in respect of Customer Contact Centre call handling performance indicators, particularly in relation to WL108 average answered time for callers wait time and WL90 the percentage of calls offered that are answered – the Committee noted the report and raised no further concerns.
- Public Speaking Protocol – Review – The Committee considered and recommended changes to the protocol in order to improve public participation at meetings.

Member items/Councillor Call for Action

Any Member can ensure that any matter relevant to the remit of the Committee can be placed on the agenda and discussed at a meeting in accordance with the protocol for submitting Members Items and Councillor Call for Action in accordance with the provisions in the Local Government and Public Involvement in Health Act 2007 (as amended).

There were no items requested under this arrangement in 2019/20

Crime and Disorder Committee

Section 19 of the Police and Justice Act 2006 requires every local authority to have a crime and disorder committee with the power to review or scrutinise decisions made or other action taken in connection with the discharge by responsible authorities of their crime and disorder functions. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 complement the provisions under section 19.

The Corporate and Environmental Overview and Scrutiny Committee has been designated as the committee responsible for undertaking this function, enabling that committee to scrutinise the work of the West Lancashire Community Safety Partnership and the partners who comprise it, insofar as their activities relate to the partnership itself. The legislation gives powers to scrutinise the Community Safety Partnership (CSP) rather than the partners to encourage Members to focus on policy issues rather than individual organisations. The Council has a duty to carry out crime and disorder scrutiny at least once a year in order to fulfill its statutory responsibility.

At the meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 5 March 2020 Members received a presentation which provided the Committee with an understanding of the Community Safety Partnership Vision and an overview of crime figures. The Environmental Health Manager attended the meeting to provide information and respond to questions. The committee were reassured by the work being undertaken by the partnership and recognise the positive impact this is having on the communities of West Lancashire

OFFICER SUPPORT

The Council ensures that officers effectively support the overview and scrutiny function to encourage a healthy culture of open debate and reporting. It has developed an integrated approach with officer support from a variety of sources: Member Services, Partnership/Performance and officers from Services across the Council. This integrated approach means that a full range of professional skills can be used when undertaking any particular scrutiny exercise.

The Corporate Director Transformation and Resources is responsible for the Council's overview and scrutiny function.

Overview and Scrutiny Committees are administered by Member Services, led by the Legal and Democratic Services Manager, to bring a supported and corporate approach to the scrutiny process, whilst maintaining its independence within the democratic function.

This Council has a supportive senior officer culture for Overview and Scrutiny. As well as attending meetings, Corporate Directors/Heads of Service and other senior officers play a proactive role in supporting the function by:

- Assisting in identifying the Work Programme (ensuring it is focused on the Council's Corporate Priorities, thereby adding value), being mindful of big issues "on the horizon", scheduling in reports from the inspectorate regimes etc.
- Briefing Members on current issues.
- Assisting in identifying officer support when required.
- Overseeing the quality and value of reports to Committees.

The Corporate Director of Transformation and Resources leads the performance management agenda on behalf of the Council through:

- Provision of performance information, production of corporate performance plan, establishing the Council's high-level priorities, target and action.
- Corporate inspection regimes.
- Establishment of the Council's Performance Management Framework including the incorporation of service plans.

Officers from Environmental Services and West Lancashire Community Safety Partnership have supported development relating to crime and disorder scrutiny.

OVERVIEW AND SCRUTINY NETWORKS/TRAINING

North West Strategic Scrutiny Network (NWSSN) – North West Employers' Organisation

This councillor led network is for scrutiny chairmen, vice chairmen and experienced scrutineers. The role of the group is to support councillors in their development of their scrutiny function role, share good practice and advice and highlight local and national drivers.

The network is open to both Councillors and officers in organisations who hold membership with North West Employers.

The NWSSN aims are:

- To increase collaboration between authorities to ensure greater efficiencies and explore value for money approaches.
- To support the value of overview and scrutiny.
- To share intelligence, knowledge, resources and generate ideas to improve scrutiny function.
- To disseminate information on national and regional initiatives to ensure equal opportunity.
- To share strategic and practical contributions and recognise the value of listening to experiences.

The Centre for Public Scrutiny (CfPS) and NWE also provide sign-posts to guidance and information through Bulletins and Newsletters.

HEALTH SCRUTINY

Health Scrutiny functions are conferred on Councils with social services responsibilities as a result of The Local Authority (Public Health, Health and Well-Being Boards and Health Scrutiny) 2013 Regulations.

The Health Scrutiny Committee at LCC exercises the statutory functions of a health overview and scrutiny Committee. The purpose of the Committee is to review and scrutinise issues relating to health and adult social care delivered by LCC, the National Health Service and other relevant partners. Membership includes 12 non-voting co-opted district Council Members. In 2019/20 West Lancashire's representative was Councillor G Hodson.

Members receive regular Members' Updates on the work being undertaken by the Committee in order to provide an opportunity to feedback any comments via the Council's representative or request items to be included on the next appropriate Committee agenda for more detailed scrutiny as referred to above in relation to the Lancashire and South Cumbria Sustainability Transformation Plan (STP).

The North West Ambulance Service also provide information through Bulletins to its stakeholders.

PUBLICITY

Press releases are regularly sent out to the local press in the area. Independent articles related to work undertaken through the reviews have also been reported on in newspapers circulating in the Borough.

WORK PROGRAMMES

The process for establishing the work programmes is well established.

- **Members of the Council** submit topics (to ensure Member involvement)
- **Members of the Corporate Management Team** submit topics (to ensure a strategic input into the process)
- **Members of the public** submit topics via a press release and the inclusion of an article on the Council's web site (to encourage public participation)

The Work Programme for each Committee is included on the Council's web site, which includes a facility to submit potential topics. Comments in relation to overview and scrutiny in general may also be sent.

The Council uses well-established Selection/Rejection Criteria for scoring topics to ensure a structured approach to the selection of topics to be included in the Work Programme.

THE PLAN FOR THE DEVELOPMENT OF OVERVIEW AND SCRUTINY

- The Annual Report will routinely be submitted to Council.
- The Overview and Scrutiny web page will continue to be updated.
- Support will continue for innovative reviews.
- Performance Management including the annual review of the work undertaken through BT Lancashire Services and West Lancashire Leisure Trust.
- Operation of the overview and scrutiny agenda through two Committees
- Participation in the Scrutiny Networks, where appropriate.
- Further training will be provided for officers and members, within existing resources.
- To undertake a review of the Overview & Scrutiny function through the Member Development Commission

CONCLUSION

This report has highlighted the main activities undertaken by overview and scrutiny during 2019/20 and most importantly how the role of scrutiny has made a tangible difference to the work of the authority. The Overview and Scrutiny Committees have considered a range of issues that impact on the Council and the Borough as a whole. Overview and Scrutiny will continue to ensure policies and practices are developed and meet objectives.

CONTACTS

For further information about this annual report or any aspect of scrutiny work in West Lancashire please contact:

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All overview and scrutiny reports are available to the public on our website and by request.

We are always happy to talk to you about what is happening in overview and scrutiny. If you have any comments or topics for future scrutiny work, then please do get in touch. You can also visit our website at www.westlancs.gov.uk

Please bear in mind that overview and scrutiny is not a complaints system.

We can provide this document, upon request, on audiotape, in large print, in Braille and in other languages.

OVERVIEW AND SCRUTINY 2020/21

In 2020/21 overview and scrutiny will operate through two Committees:

Overview and Scrutiny Chairmen

Corporate and Environmental Overview and Scrutiny Committee – Councillor Carl Coughlan
07951712882 – cllr.coughlan@westlancs.gov.uk

Executive Overview and Scrutiny Committee – Councillor Donna West
01695 729350 – cllr.west@westlancs.gov.uk

Member Development Commission – Councillor Cynthia Dereli
01704 895247 – cllr.dereli@westlancs.gov.uk

Overview and Scrutiny Lead Officers

Corporate and Environmental Overview and Scrutiny Committee – Chris Twomey, Corporate Director
Transformation and Resources
01695 585262 – chris.twomey@westlancs.gov.uk

Executive Overview and Scrutiny Committee – Heidi McDougall, Corporate Director Place and
Community
01695 585191 – heidi.mcdougall@westlancs.gov.uk

Member Development Commission – Julia Brown, Member Services Officer
01695 585065 – julia.brown@westlancs.gov.uk

Overview and Scrutiny Function and Support Officers

Overview and Development – Jacky Denning, Democratic Services Manager
01695 585384 – jacky.denning@westlancs.gov.uk

Overview and Scrutiny Committees / Development and Support – Julia Brown, Member Services
Officer 01695 585065 – Julia.brown@westlancs.gov.uk

Member Development Commission Support - Julia Brown, Member Services Officer 01695 585065 –
Julia.brown@westlancs.gov.uk

E-mail any of the team at member.services@westlancs.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

