



Kim Webber B.Sc. M.Sc.  
Chief Executive  
52 Derby Street  
Ormskirk  
West Lancashire  
L39 2DF

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22 February 2017

**TO: COUNCILLORS**      **N HENNESSY (CHAIRMAN), S BAILEY, M BARRON, T BLANE, P COTTERILL, S CURRIE, D EVANS, P GREENALL, G HODSON, J KAY, D MCKAY, M NIXON, N PRYCE-ROBERTS, D WEST AND A YATES**

Dear Councillor,

A meeting of the **CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE** will be held in the **COUNCIL CHAMBER , 52 DERBY STREET, ORMSKIRK, L39 2DF** on **THURSDAY, 2 MARCH 2017** at **7.00 PM** at which your attendance is requested.

Yours faithfully

A handwritten signature in black ink, appearing to be "Kim Webber", written over a horizontal line.

Kim Webber  
Chief Executive

**AGENDA**  
**(Open to the Public)**

- |                                       |         |
|---------------------------------------|---------|
| <b>1. APOLOGIES</b>                   | Page(s) |
| <b>2. MEMBERSHIP OF THE COMMITTEE</b> |         |

To be apprised of any changes to the membership of the Committee in accordance with Council Procedure Rule 4.

**3. URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN**

Note: No other business is permitted unless, by reasons of special circumstances, which shall be specified at the meeting, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

**4. DECLARATIONS OF INTEREST**

429 -  
430

If a member requires advice on Declarations of Interest, he/she is advised to contact the Borough Solicitor in advance of the meeting. (For the assistance of members a checklist for use in considering their position any particular item is included at the end of this agenda sheet.)

**5. DECLARATIONS OF A PARTY WHIP**

In accordance with Overview and Scrutiny Committee Procedure Rule 16, Members must declare the existence of any Party Whip, and the nature of it, when considering any matter in the following categories:

- The review of any decision of Cabinet or
- The performance of any Member of the Cabinet

N.B. The Secretary of State believes whipping is incompatible with Overview and Scrutiny.

**6. MINUTES**

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438

To receive as a correct record the Minutes of the meeting held on 1 December 2016.

**7. PUBLIC SPEAKING**

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442

Residents of West Lancashire, on giving notice, may address the meeting to make representations on any item on the agenda except where the public and press are to be excluded during consideration of the item. The deadline for submissions is 5.00pm 23 February 2017. A copy of the public speaking protocol and form to be completed is attached.

**8. WORK PROGRAMME**

To consider the following items:

**9. LANCASHIRE AND SOUTH CUMBRIA SUSTAINABILITY AND TRANSFORMATION PLANS (STPS)**

To consider a presentation from the Change Director – Lancashire and South Cumbria Change Programme (Healthier Lancashire) and colleagues on proposals relating to STPs.

**10. IMPROVED PLANTING**

To consider a presentation from the Interim Director Street Scene on the topic 'Improved Planting' in Skelmersdale and other areas of the Borough.

**11. WEST LANCASHIRE TOURISM - THE VISITOR ECONOMY REVIEW**

To consider the following three items.

**12. LIVERPOOL CITY REGION - VISITOR ECONOMY DEVELOPMENT**

To consider a presentation from the Head of Visitor Economy Development, Liverpool City Region.

**13. THE VISITOR ECONOMY IN WEST LANCASHIRE - AN UPDATE**

To consider an update from the Economic Regeneration Manager.

**14. PROJECT PLAN**

To review the Project Plan and confirm the next steps of the review.

**15. CRIME AND DISORDER SCRUTINY**

To consider a presentation from a representative from the West Lancashire Community Safety Partnership (CSP).

**16. QUARTERLY PERFORMANCE INDICATORS (Q2 & Q3)**

443 -  
458

To consider the report of the Borough Transformation Manager & Deputy Director of Housing and Inclusion.

**17. A MARKET TOWN STRATEGY FOR ORMSKIRK REVIEW**

To consider the report of the Director of Leisure and Wellbeing. (*to follow*)

**18. WORK PROGRAMME - PROGRESS REPORT**

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462

To consider the report of the Borough Solicitor.

**19. MEMBERS ITEMS/COUNCILLOR CALL FOR ACTION (CCFA)**

There are no items under this heading.

**20. ITEMS FROM THE MEMBERS UPDATE**

There are no items under this heading.

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

**FIRE EVACUATION PROCEDURE: Please see attached sheet.**

**MOBILE PHONES: These should be switched off or to 'silent' at all meetings.**

For further information, please contact:-

Cathryn Jackson on 01695 585016

Or email [cathryn.jackson@westlancs.gov.uk](mailto:cathryn.jackson@westlancs.gov.uk)

**FIRE EVACUATION PROCEDURE FOR:  
COUNCIL MEETINGS WHERE OFFICERS ARE PRESENT  
(52 DERBY STREET, ORMSKIRK)**

<b>PERSON IN CHARGE:</b>	Most Senior Officer Present
<b>ZONE WARDEN:</b>	Member Services Officer / Lawyer
<b>DOOR WARDEN(S)</b>	Usher / Caretaker

**IF YOU DISCOVER A FIRE**

1. Operate the nearest **FIRE CALL POINT** by breaking the glass.
2. Attack the fire with the extinguishers provided only if you have been trained and it is safe to do so. **Do not** take risks.

**ON HEARING THE FIRE ALARM**

1. Leave the building via the **NEAREST SAFE EXIT**. **Do not stop** to collect personal belongings.
2. Proceed to the **ASSEMBLY POINT** on the car park and report your presence to the **PERSON IN CHARGE**.
3. **Do NOT** return to the premises until authorised to do so by the **PERSON IN CHARGE**.

**NOTES:**

Officers are required to direct all visitors regarding these procedures i.e. exit routes and place of assembly.

The only persons not required to report to the Assembly Point are the Door Wardens.

**CHECKLIST FOR PERSON IN CHARGE**

1. Advise other interested parties present that you are the person in charge in the event of an evacuation.
2. Make yourself familiar with the location of the fire escape routes and inform any interested parties of the escape routes.
3. Make yourself familiar with the location of the assembly point and inform any interested parties of that location.
4. Make yourself familiar with the location of the fire alarm and detection control panel.
5. Ensure that the zone warden and door wardens are aware of their roles and responsibilities.
6. Arrange for a register of attendance to be completed (if considered appropriate / practicable).

**IN THE EVENT OF A FIRE, OR THE FIRE ALARM BEING SOUNDED**

1. Ensure that the room in which the meeting is being held is cleared of all persons.
2. Evacuate via the nearest safe Fire Exit and proceed to the **ASSEMBLY POINT** in the car park.
3. Delegate a person at the **ASSEMBLY POINT** who will proceed to **HOME CARE LINK** in order to ensure that a back-up call is made to the **FIRE BRIGADE**.
4. Delegate another person to ensure that **DOOR WARDENS** have been posted outside the relevant Fire Exit Doors.

5. Ensure that the **ZONE WARDEN** has reported to you on the results of his checks, **i.e.** that the rooms in use have been cleared of all persons.
6. If an Attendance Register has been taken, take a **ROLL CALL**.
7. Report the results of these checks to the Fire and Rescue Service on arrival and inform them of the location of the **FIRE ALARM CONTROL PANEL**.
8. Authorise return to the building only when it is cleared to do so by the **FIRE AND RESCUE SERVICE OFFICER IN CHARGE**. Inform the **DOOR WARDENS** to allow re-entry to the building.

**NOTE:**

The Fire Alarm system will automatically call the Fire Brigade. The purpose of the 999 back-up call is to meet a requirement of the Fire Precautions Act to supplement the automatic call.

**CHECKLIST FOR ZONE WARDEN**

1. Carry out a physical check of the rooms being used for the meeting, including adjacent toilets, kitchen.
2. Ensure that **ALL PERSONS**, both officers and members of the public are made aware of the **FIRE ALERT**.
3. Ensure that **ALL PERSONS** evacuate **IMMEDIATELY**, in accordance with the **FIRE EVACUATION PROCEDURE**.
4. Proceed to the **ASSEMBLY POINT** and report to the **PERSON IN CHARGE** that the rooms within your control have been cleared.
5. Assist the **PERSON IN CHARGE** to discharge their duties.

It is desirable that the **ZONE WARDEN** should be an **OFFICER** who is normally based in this building and is familiar with the layout of the rooms to be checked.

**INSTRUCTIONS FOR DOOR WARDENS**

1. Stand outside the **FIRE EXIT DOOR(S)**
2. Keep the **FIRE EXIT DOOR SHUT**.
3. Ensure that **NO PERSON**, whether staff or public enters the building until **YOU** are told by the **PERSON IN CHARGE** that it is safe to do so.
4. If anyone attempts to enter the premises, report this to the **PERSON IN CHARGE**.
5. Do not leave the door **UNATTENDED**.

## Agenda Item 4

## 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"/>	You cannot speak or vote and must withdraw unless you have also ticked 5 below
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	You may speak and vote
3.	<p>I have a pecuniary interest <b>because</b></p> <p>it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest</p> <p>or</p> <p>it relates to the determining of any approval consent, licence, permission or registration in relation to me or a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest</p>	<input type="checkbox"/>       <input type="checkbox"/>	<p>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</p>       <p>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</p>
4.	<p>I have a disclosable pecuniary interest (Dispensation 20/09/16) or a pecuniary interest but it relates to the functions of my Council in respect of:</p> <p>(i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease.</p> <p>(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.</p> <p>(iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay.</p> <p>(iv) An allowance, payment or indemnity given to Members</p> <p>(v) Any ceremonial honour given to Members</p> <p>(vi) Setting Council tax or a precept under the LGFA 1992</p>	<input type="checkbox"/>       <input type="checkbox"/>       <input type="checkbox"/>       <input type="checkbox"/>       <input type="checkbox"/>       <input type="checkbox"/>	<p>You may speak and vote</p>       <p>You may speak and vote</p>       <p>You may speak and vote</p>       <p>You may speak and vote</p>       <p>You may speak and vote</p>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 20/09/16 – 19/09/20)	<input type="checkbox"/>	See the terms of the dispensation
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"/>	You may speak but must leave the room once you have finished and cannot vote

**‘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

### **Prescribed description**

Employment, office,  
trade, profession or  
vocation

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

## Sponsorship

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.



Start: 7.00 pm  
Finish: 9.50 pm

**PRESENT:**

Councillor: N Hennessy (Chairman)

Councillors:	M Barron	P Greenall
	P Cotterill	G Hodson
	S Currie	J Kay
	T Devine	D McKay
	Mrs C Evans	M Nixon
	D Evans	D West
	J Gordon	A Yates

In attendance  
Councillors: J Hodson (Portfolio Planning)  
G Dowling  
R Pendleton

Officers: Director of Leisure and Wellbeing (Mr D Tilleray)  
Director of Development and Regeneration (Mr J Harrison)  
Economic Regeneration Manager (Ms P Huber)  
Strategic Planning & Implementation Manager (Mr P Richards)  
Assistant Solicitor (Mr N Astles)  
Principal Overview and Scrutiny Officer (Mrs C A Jackson)

External attendees: Head of Partnerships – Marketing Lancashire (Ms M M Eames)  
Head of Multi-Channel Marketing – Marketing Lancashire  
(Ms E Watson)

**33 APOLOGIES**

There were no apologies for absence.

**34 MEMBERSHIP OF THE COMMITTEE**

The notification of the permanent appointment of Councillor Bailey, in place of Cllr Mrs Blake, was noted.

In accordance with Council Procedure Rule 4, Members noted the termination of Councillors Bailey, Blane and Pryce-Roberts and the appointment of Councillors Mrs C Evans, Gordon and Devine respectively, for this meeting only, thereby giving effects to the wishes of the political groups.

**35 URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN**

There were no items of urgent business.

**36 DECLARATIONS OF INTEREST**

1. Councillor Hennessy declared a non-pecuniary interest in item 14 – Item from the Members Update (Issue 3) – Minutes of Lancashire County Council (LCC) Health Scrutiny Committee 18 October 2016, as an LCC Member of that Committee.
2. Councillor G Hodson a declared an interest in item 14 as the Council's non-voting representative on the LCC Health Scrutiny Committee. She also declared a pecuniary interest in aspects relating to the proposed Linear Park (Tarleton) as a landowner, part of item 11 Draft Green Infrastructure and Cycling Strategy and indicated that she would leave the meeting room if this was raised in discussion.
3. Councillor Cotterill declared a pecuniary interest in item 12 – Community Infrastructure Levy (CIL) Funding, relating to the Tanhouse Community Leisure Complex as a Member of the Tanhouse Community Enterprise and indicated that he would leave the meeting room if this proposed project was raised in discussion.

(Note: Councillor Cotterill, having declared a pecuniary interest, left the meeting room prior to the discussion on the Tanhouse Community Leisure Complex proposal.)

**37 DECLARATIONS OF A PARTY WHIP**

There were no declarations of a Party Whip.

**38 MINUTES**

RESOLVED: That the Minutes of the Corporate and Environmental Overview and Scrutiny Committee meeting held on 13 October 2016 be received as a correct record and signed by the Chairman.

**39 PUBLIC SPEAKING**

There were no items under this heading.

**40 WEST LANCASHIRE TOURISM - THE VISITOR ECONOMY REVIEW**

The Economic Regeneration Manager provided an update on recent events, in Ormskirk Town Centre, that had enhanced the visitor experience and increased the footfall of visitors, over a 3 day period, as part of the Christmas Lights "switch-on".

The event had attracted many visitors into the town and provided a showcase for traders, who occupied stalls in the Marquee set up in Events Square and the Chapel Gallery where artisans also showcased and sold their products.

Officers also worked closely with Ormskirk Community Partnership and a raffle, with the support of prizes from Ormskirk town centre businesses, proved popular.

It was explained that Saturday saw Live Music events and Sunday a vintage / craft event.

Data analysis was still being undertaken but it had been indicated that footfall saw spikes between 5pm and 7pm on Friday and a slow-down in footfall after 4.00pm on Saturday.

She went on to explain that this had been a collaborative event involving personnel from several Council services, including Economic Development; Technical Services, Leisure and Arts/Culture as well as the Ormskirk Community Partnership.

RESOLVED: That the update be noted.

## **41 MARKETING LANCASHIRE**

### **Presentation 2**

Consideration was given to the presentation by Maria Moriaty Eames, Head of Partnerships and Emma Watson, Head of Multi-Channel Marketing, Marketing Lancashire which was supported by a series of slides as contained on pages 421 to 426 of the Book of Reports.

The presentation included reference to the:

- Official visitor brand for Lancashire – “Visit Lancashire – where life feels good”
- Partnerships, including Visit England / Visit Britain and the work being undertaken with the private and public sector.
- Opportunities to raise the profile of Lancashire as a “must-visit” destination.
- Growth in visit numbers and increasing the economic impact.
- Opportunities to support job creation.

The presentation highlighted the efforts to increase the visitor economy. It was reported that 64.38 million visitors visited Lancashire and the aim was to increase this to 70 million by 2020.

In order to achieve this and with it, increase the value of the economy and increase employment, the way the County is promoted was highlighted. Of particular note was how on-line promotion, through the Visit Lancashire web-site was increasing.

It was reported that the West Lancashire pages highlighted things to do and events in the Borough that collectively drew over 325,000 page views. Data in relation to social media saw 150,000 followers.

As well as on-line promotion, the Annual destination guide ‘Welcome to Lancashire’ profiled the lifestyle of the County. The guide, available in print and as a digital edition, was distributed in service stations (M6, M62 & M1), railway stations, visitor information centres as well as in major hotels and attractions. Copies were also distributed at key regional and national events.

The Head of Partnerships then went on to highlight the strategic importance of West Lancashire that included:

- A welcome point into the County
- Edge Hill University – as a gateway to capture more visitors / repeat visitors
- Product assets in the Borough that have been matched to the County's identified key strengths:
  - "Food and drink" – West Lancashire's importance as a culinary destination, with award winning restaurants and artisan food producers.
  - "Great outdoors" – as a tourist destination (Wetland Centre; canal and cycle routes)
  - "Heritage and Culture" – unique National Trust Property (Rufford Old Hall)

In discussion questions and comments were raised in relation to the following:

- The position of West Lancashire as a visitor destination in the County of Lancashire
- Ratio of day visitors to overnight visitors
- Accommodation provision (availability / type / strategies to enhance and encourage overnight / lengthier stays in West Lancashire)
- Lancashire Visitor Economy Data – compilation of data; extracting data to analyse impact; model / sources used.
- Lancashire Enterprise Partnership (LEP) – mechanism to feed into the Group.
- Provision of accurate "intelligence" to support visitor experience data.
- Transport infrastructure (updating rolling-stock; enhancements to rail network)
- Opportunities to work with neighbouring authorities.
- Promotion of key / unique heritage sites in the Borough (Ormskirk Parish Church; Rufford Old Hall; Moor Hall)
- Multi-media promotion (tourist board; Visit Lancashire; media platforms; coach; liner companies )

The representatives from Marketing Lancashire answered questions, providing clarification on the points raise. In relation to the question on the reliability of data and mechanism to produce the Lancashire Visitor Economy Data, an undertaking was made to ascertain if numbers, based on postcodes, could be extracted, for West Lancashire.

As a result of the discussion on this presentation it was concluded:

- (1)Where possible, in relation to visitor economy data for West Lancashire, that data based on postcodes be extracted to ascertain the accuracy of the overnight visitor numbers.
- (2)The importance of gaining customer insight to respond to visitor expectations.
- (3)The importance of "first impressions" for visitors coming into West Lancashire.
- (4)The importance of a collaborative approach to promote West Lancashire as a visitor destination.
- (5)The importance / promotion of the Borough's key specialist heritage sites

- (including Ormskirk Parish Church; Rufford Old Hall; Moor Hall)
- (6) Enhancing the day visitor experience (coach trips; specialist canal boat trips)
- (7) The need to change / develop the public perception of West Lancashire as a “gateway” rather than a “drive-through” or “one stop” destination.

RESOLVED: The Head of Partnerships and Head of Multi-Channel Marketing, Marketing Lancashire be thanked for their attendance and presentation to the Committee

## **42 PROJECT PLAN**

The Project Plan as set down at pages 235 to 239 of the Book of Reports was reviewed.

The next steps of the review were noted to include a presentation by a representative(s) from Liverpool City Region as set down in the Project Plan.

It was agreed that a further update would be provided by the Economic Regeneration Manager on aspects of the review to include information relating to Group Travel, especially coach and canal visitor usage.

RESOLVED: That the Project Plan be revised to include an Update to the next meeting from the Economic Regeneration Manager, including information related to Group Travel and canal visitor usage.

## **43 DRAFT GREEN INFRASTRUCTURE AND CYCLING STRATEGY**

Consideration was given to the report of the Director of Development and Regeneration, as contained on pages 241 to 299 of the Book of Reports that gave details of the draft Green Infrastructure and Cycling Strategy that sought comments, prior to consideration by Cabinet at its meeting on 10 January 2017.

The Strategic Planning and Implementation Manager, who attended the meeting, provided an overview of proposals in relation to the adoption of the Strategy, its content and aspirations, referring to details as down in the report and appendices.

In discussion comments and questions were raised in relation to:

- Proposed projects (including linking canal paths, parks, linear parks and other areas of West Lancashire)
- The proposed “route” of the “West Lancashire Wheel” (effect on nearby residences; expectations of users; safety; inclusive access)
- The cycling / walking focus of the proposals.
- The methodology / processes related to project selection; submissions;

consultation.

- Summary of longer term projects (saving / investment for 5 to 10 year “proposals”)
- The cost of investment (future proofing particular projects; mitigating against smaller projects)

The Director of Development and Regeneration, who also attended the meeting, provided additional clarification in relation to comments raised.

RESOLVED: That as a consequence of the discussion on this item, it was agreed that the comments be:

- (1) “That the recommendation to Cabinet, be supported.
- (2) That Cabinet recognises the importance of the contribution that the Green Infrastructure Strategy will make towards addressing impacts of climate change within West Lancashire.
- (3) That the benefits linked to health and wellbeing (a Council priority), be noted.”

#### **44 COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING PROGRAMME 2017/18**

Consideration was given to the report of the Director of Development and Regeneration, as contained on pages 301 to 379 of the Book of Reports, that provided details of the consultation held in Autumn 2016 on the options for the CIL Funding Programme 2017/18 and proposed final recommendations, based on the CIL monies anticipated to be have been collected by the Council by 31 March 2017. Views were requested on the options, prior to consideration by Cabinet on 10 January 2017. The report had been referred to the Committee, at the request of the Portfolio Holder, as a consequence of post-hoc scrutiny by the Executive Overview and Scrutiny at its meeting on 29 September 2016, following consideration of a call-in request. A further explanation of the methodology used in relation to the spending recommendations of “strategic” CIL monies had also been requested.

The Strategic Planning and Implementation Manager attended the meeting and provided an overview of the options, the methodology used, answered questions and provided clarification on the issues raised, referring to detail as set down in the report and appendices.

In discussion questions and comments were raised in relation to:

- Combined cycleway / footpath (including canal tow-paths) – safety / flooding considerations.
- Cycle / pathways (improvements; pathway “surfaces”, suitability (for all users). Bridleways.
- Criterion / selection of Projects (consultation process; involvement of Members in the selection process; submission process; transparency – reference to Appendix 3 regarding the assessment of shortlisted projects)
- The Four Options consulted on, as set down at paragraph 5.9.

- Small-scale infrastructure projects (short-listed projects /CIL monies identified)

The Director of Development and Regeneration, who also attended the meeting, provided further clarification on the points raised referring to details in his report and an explanation of the CIL regulation requirements.

A further discussion ensued in relation to the support for smaller-scale projects and future projects, detailed within section 6 of the report.

The Portfolio Holder (Planning), who was in attendance, with the consent of the Chairman addressed the Committee and provided additional clarification in respect of the comments raised.

**RESOLVED:** That, as a consequence of the discussion on this item, the agreed comments be:

- (1) "That the Committee supports the projects recommended as set down at paragraphs 6.1, 6.2 and 6.3 and that these be referred to Cabinet for consideration.
- (2) That elected Members have a greater involvement in the initial assessment and short-listing process of the projects."

(Note: Councillor Cotterill, having declared a pecuniary interest, left the Cabinet and Committee Room, prior to the discussion on the smaller-scale infrastructure project relating to "Tanhouse Community Leisure Complex.")

#### **45 MEMBERS ITEMS**

There were no items under this heading.

#### **46 ITEM FROM THE MEMBERS UPDATE - MINUTES OF LCC HEALTH SCRUTINY COMMITTEE 18 OCTOBER 2016**

This item, Minute 4, Minutes of Lancashire County Council's Health Scrutiny Committee relating to Lancashire and South Cumbria Sustainable Transformation Plan (STPs) as contained on pages 381 to 418 of the Book of Reports, had been referred from the Members' Update (Issue 4) by Councillor Cotterill.

Councillor Cotterill indicated that he had brought this item on to the agenda in order to:

- "1)To understand why information is being withheld and when it will be provided, such that WLBC might be able to plan around any commitments to action set out on its behalf (and its partners' behalf)
- 2) To understand the place of WLBC, if any, in the governance structure of both the Local Delivery Plan and the overall STP.
- 3) To consider, in context of size of gap and possible implications for WLBC's population and associated council objectives, whether the STP delivery/non delivery

might be best placed on the key Risk Register.”

During discussion Members indicated that in order to consider the implications raised by Councillor Cotterill, that a presentation by the Director of Lancashire and Cumbria Change Programme (Healthier Lancashire) or her representative, similar to that received by the LCC’s Health Scrutiny Committee could be beneficial.

The Director of Leisure and Wellbeing made an undertaking to proffer an invitation, on behalf of the Committee, to the representative referred to above with a view to attending the next meeting the Committee.

RESOLVED: That the Director of Lancashire and Cumbria Change Programme (Healthier Lancashire) or her representative be invited to attend the next meeting of the Committee, scheduled to be held on 2 March 2017.

#### **47 WORK PROGRAMME**

Members consideration the Work Programme for the next meeting as set down at page 419 of the Book of Reports.

RESOLVED: (1) That the Work Programme be amended to include attendance by the Director of Lancashire and South Cumbria Change Programme (Healthier Lancashire), or her representative to the next scheduled meeting of the Committee, on 2 March 2017, to undertake a presentation on the Sustainability and Transformation Plan (STP), subject to confirmation.

(2) That the Work Programme for the next meeting be noted.

.....  
**Chairman**



## **PUBLIC SPEAKING – PROTOCOL**

**(For meetings of Cabinet, Overview & Scrutiny Committees, Audit & Governance Committee and Standards Committee)**

### **1.0 Public Speaking**

- 1.1 Residents of West Lancashire may, on giving notice, address any of the above meetings to make representations on any item on the agenda for those meetings, except where the public and press are to be excluded from the meeting during consideration of the item.
- 1.2 The form attached as an Appendix to this Protocol should be used for submitting requests.

### **2.0 Deadline for submission**

- 2.1 The prescribed form should be received by Member Services by 5.00 pm on the Thursday of the week preceding the meeting. This can be submitted by e-mail to [member.services@westlancs.gov.uk](mailto:member.services@westlancs.gov.uk) or by sending to:

Member Services  
West Lancashire Borough Council  
52 Derby Street  
Ormskirk  
West Lancashire  
L39 2DF

- 2.2 Completed forms will be collated by Member Services and circulated via e-mail to relevant Members and officers and published on the Council website via the Mod.Gov. System. Only the name of the resident and details of the issue to be raised will be published.
- 2.3 Groups of persons with similar views should elect a spokesperson to speak on their behalf to avoid undue repetition of similar points. Spokespersons should identify in writing on whose behalf they are speaking.

### **3.0 Scope**

- 3.1 Any matters raised must be relevant to an item on the agenda for the meeting.
- 3.2 The Borough Solicitor may reject a submission if it:
  - (i) is defamatory, frivolous or offensive;
  - (ii) is substantially the same as representations which have already been submitted at a previous meeting; or
  - (iii) discloses or requires the disclosure of confidential or exempt information.

#### **4.0 Number of items**

- 4.1 A maximum of one form per resident will be accepted for each Agenda Item.
- 4.2 There will be a maximum of 10 speakers per meeting. Where there are more than 10 forms submitted by residents, the Borough Solicitor will prioritise the list of those allowed to speak. This will be dependent on:
  - a. The order in which forms were received.
  - b. If one resident has asked to speak on a number of items, priority will be given to other residents who also wish to speak
  - c. If a request has been submitted in relation to the same issue.
- 4.3 All submissions will be circulated to relevant Members and officers for information, although no amendments will be made to the list of speakers once it has been agreed (regardless of withdrawal of a request to speak).

#### **5.0 At the Meeting**

- 5.1 Speakers will be shown to their seats. An item 'Public Speaking' will be included on the agenda to enable local residents to make their representations within a period of up to 30 minutes at the start of the meeting. Residents will have up to 3 minutes to address the meeting when introduced by the Chairman for that meeting. The address must reflect the issue included on the prescribed form submitted in advance.
- 5.2 Members may discuss what the speaker has said along with all other information, when the item is being considered later on the agenda and will make a decision then. Speakers should not circulate any supporting documentation at the meeting and should not enter into a debate with Councillors.
- 5.4 If residents feel nervous or uncomfortable speaking in public, then they can ask someone else to do it for them. They can also bring an interpreter if they need one. They should be aware there may be others speaking as well.
- 5.5 Speakers may leave the meeting at any time, taking care not to disturb the meeting.



## REQUEST FOR PUBLIC SPEAKING AT MEETINGS

**MEETING & DATE** .....

**NAME** .....

**ADDRESS** .....

.....

Post Code .....

**PHONE** .....

**Email** .....

Please indicate if you will be in attendance at the meeting

**YES/NO\***

\*delete as applicable

Note: This page will not be published.

(P.T.O.)

PLEASE PROVIDE DETAILS OF THE MATTER YOU WISH TO RAISE

Agenda Item      Number .....

Title .....

Details .....

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Name ..... Dated .....

*Completed forms to be submitted by 5.00pm on the Thursday of the week preceding the meeting to:-*

*Member Services, West Lancashire Borough Council, 52 Derby Street, Ormskirk, Lancashire, L39 2DF or*

*Email: [member.services@westlancs.gov.uk](mailto:member.services@westlancs.gov.uk)*

*If you require any assistance regarding your attendance at a meeting or if you have any queries regarding your submission please contact Member Services on 01695 585065 or 01695 585097*

Note: This page will be published.



**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE:  
2 MARCH 2017**

**CABINET: 14 MARCH 2017**

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**Report of: Borough Transformation Manager and Deputy Director of Housing & Inclusion**

**Relevant Portfolio Holder: Councillor I Moran**

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

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**SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q3 2016/17)**

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Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

- 1.1 To present performance monitoring data for the quarter ended 31 December 2016.

**2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE**

- 2.1 That the Council's performance against the indicator set for the quarter ended 31 December 2016 be noted.

**3.0 RECOMMENDATIONS TO CABINET**

- 3.1 That the Council's performance against the indicator set for the quarter ended 31 December 2016 be noted.
- 3.2 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 2 March 2016.
-

## **4.0 CURRENT POSITION**

- 4.1 Members are referred to Appendix A of this report detailing the quarterly performance data.
- 4.2 32 data items are reported quarterly, two of these are data only. Of the 30 PIs with targets reported:
- 18 indicators met or exceeded target
  - 2 indicators narrowly missed target; 4 were 5% or more off target
  - 6 indicators have data unavailable at the time of the report (*NI 191 Residual household waste ; NI 192 Percentage of household waste; NI 195b Improved street and environmental cleanliness (levels of detritus); WL01 Missed Bins; WL06 Removal of fly tips; WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks*)

As a general comparison, Q3 performance in 2015/16 gave 19 (from 32) indicators on or above target (to enable a comparison these figures do not include outturn information for NI195c and NI195d as these indicators are no longer monitored quarterly for 16/17).

- 4.3 Performance plans prepared by service managers are already in place for those indicators where performance falls short of the target by 5% or more for this quarter, if such plans are able to influence outturn and will be relevant for future monitoring purposes.
- 4.4 These plans provide the narrative behind the outturn and are provided in Appendices B1-B3. Where performance is below target for consecutive quarters, plans are revised only as required, as it is reasonable to assume that some remedial actions will take time to make an impact. Progress on actions from previous Performance Plans are provided in Appendix C.
- 4.5 For those PIs that have flagged up as 'amber' (indicated as a triangle), an assessment has been made at head of service level based on the reasons for the underperformance and balancing the benefits of implementing an performance plan versus resource implications. This is indicated in the table.
- 4.6 The performance indicator data appended to this report details the council's quarterly performance against key performance indicators. The performance information aims to help demonstrate performance against the corporate priorities as well as providing some service-specific information. The full suite of indicators for 2016/17 was agreed by Cabinet in March 2016. Annual outturn for the full suite is reported to Council within the Annual Report.

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

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

## **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

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

## **7.0 RISK ASSESSMENT**

7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report. Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix A – Quarterly Performance Indicators for Q3 September-December 2016/17

Appendix B – Current Performance Plans










Appendix C – Actions from Previous Performance Plans

Appendix D – Minute of Corporate and Environmental Overview & Scrutiny Committee –  
2 March 2017 (*Cabinet only*)

























## APPENDIX A: QUARTERLY PERFORMANCE INDICATORS



Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	18		Improved	15
	Warning (within 5%)	2		Worse	9
	Alert (by 5% or more)	4		No change	2
	Data only	2	/	Comparison not available	0
	Awaiting data	6		Awaiting data	6
N/A	Data not collected for quarter	0			
Total number of indicators		32			

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

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
P1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd)	8.23	6.62	8.89	8.07	8.00	7.02	7.22	7.24	8.10	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received) (ytd)	£130,906	£203,868	£67,408	£149,382	£207,159	£276,577	£79,368	£157,338	£225,685	£123,697			
R1 % of Council Tax collected	83.60%	96.03%	29.64%	56.69%	84.37%	97.02%	29.38%	56.67%	84.38%	85.90%	This target remains exceptionally challenging and has been further impacted this year due to the closure of the local magistrates court, which has delayed summonses being issued and impacted on the ability to pursue non-payment cases and subsequent collection rates. No plan attached since any action for improvement is managed through contractual meetings.		
R2 % council tax previous years arrears collected	27.34%	33.56%	8.97%	25.31%	32.64%	37.31%	9.98%	17.3%	22.54%	20.7%			

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R3 % of Non-domestic Rates Collected	83.29%	96.40%	28.09%	54.83%	80.41%	98.32%	29.27%	56.87%	82.98%	81.85%			
R4 % Sundry Debtors % of revenue collected against debt raised	86.49%	90.73%	72.00%	83.67%	88.84%	95.00%	66.42%	72.43%	80.87%	76.25%			
ICT1 Severe Business Disruption (Priority 1) (ytd)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%			
ICT2 Minor Business Disruption (P3) (ytd)	99.0%	99.0%	99.0%	99.0%	98.0%	98.0%	98.0%	97.0%	98.0%	97.0%			
ICT3 Major Business Disruption (P2) (ytd)	100.0%	100.0%	100.0%	100.0%	89.0%	92.0%	100.0%	92.0%	94.0%	98.0%	The small number of incidents in this category means that achieving the annual SLA will be extremely difficult. Within month performance has been 100% for 8 of the 9 months year to date.  No plan attached since any action for improvement is managed through contractual meetings.		
ICT4 Minor Disruption (P4) (ytd)	99.0%	99.0%	99.0%	99.0%	97.0%	98.0%	99.0%	99.0%	99.0%	98.0%			

## Finance and HR Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence <sup>2, 3</sup>	7.84	8.74	9.63	10.43	10.47	9.64	8.89	7.61	7.40	8.08			







## Development & Regeneration Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	44.44%	62.50%	100%	100%	100%	81.82%	100%	92.31%	71.43%	65.00%		↓	✓
NI 157b Processing of planning applications: Minor applications	70.59%	80.88%	72.22%	66.15%	67.14%	62.26%	70.97%	91.67%	96.49%	75.00%		↑	✓
NI 157c Processing of planning applications: Other applications	84.51%	88.71%	85.03%	83.33%	81.82%	80.00%	85.95%	96.64%	92.68%	85.00%		↑	✓







## Housing & Inclusion Services



PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS1 % Housing repairs completed in timescale	96.58%	97.36%	97.04%	96.11%	97.02%	95.38%	94.93%	97.42%	98.13%	97.00%		↑	✓
HS13 % LA properties with CP12 outstanding	0.06%	0.1%	0.05%	0.01%	0.08%	0.13%	0.13%	0.22%	0.07%	0%	Reported performance is an average from months in the period.  Target based on legal requirement for all eligible properties to have certificate.  Performance Plan attached at Appendix B1	↑	⛔
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	98.18	98.65	102.3	100.12	99.74	99.81	102.3	99.96	99.96	97.00		↑	✓
TS24a- Average time taken to re-let local authority housing (days) - GENERAL NEEDS	22.77	29.42	26.63	25.93	26.97	32.75	19.80	20.69	27.63	28.00		↓	✓
TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	65.66	92.24	60.33	63.09	24.89	77.62	44.82	100.94	267.00	65.00	Performance Plan attached at Appendix B2	↓	⛔

## Leisure & Wellbeing Services









PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,277	1,105	1,120	1,169	1,271	1,205	1,359	1,224	1,388				
WL_18 Use of leisure and cultural facilities (swims and visits)	254,704	322,129	314,915	303,157	215,442	331,443	307,707	311,904	245,996				

## Street Scene Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) <sup>4</sup>	129.69	117.6	122.66	124.96	138.46	131.82	121			125	Awaiting external confirmation of data.		
NI 192 Percentage of household waste sent for reuse, recycling and composting <sup>4</sup>	41.66%	41.08%	51.08%	51.37%	41.81%	40.61%	54.16%			50.00%	Awaiting external confirmation of data. Traditionally Q1 and Q2 provide the highest composting figures.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	1.00%	.33%	N/A	1.17%	1.17%	2.00%	N/A	1.33%	1.11%	1.61%	Survey carried out three times each year. No data for Q1.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	2.50%	8.89%	N/A	3.41%	5.97%	5.47%	N/A	3.24%		5.00%	Survey carried out three times each year. No data for Q1. Delays in data verification		
WL01 No. residual bins missed per 100,000 collections	85.20	74.23	81.12	93.34	87.42	97.41	73.06	82.74		80.00	Delays in data verification		

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL06 Average time taken to remove fly tips (days)	1.08	1.09	1.07	1.05	1.06	1.08	1.07	1.01		1.09	Delays in data verification		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	100%		100%	Delays in data verification		

### Transformation & Support Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WV8 % invoices paid on time	98.73%	99.27%	99.06%	98.65%	99.28%	98.36%	98.54%	98.33%	98.65%	98.75%	November and December outturns were within target.  Head of Service's amber assessment: performance plan not required.		
WV19bii Direct dial calls answered within 10 seconds <sup>2</sup>	82.13%	82.28%	81.34%	80.79%	82.35%	81.00%	80.15%	79.95%	82.41%	82.21%	This relates to 51,308 calls.		
WL90 % of Contact Centre calls answered	91.1%	91.6%	90.6%	93.8%	92.4%	91.1%	92.2%	94.6%	93.7%	91.0%			
WL108 Average answered waiting time for callers to the contact centre (seconds)	44.00	31.00	43.00	23.00	37.00	60.00	64.00	47.00	58.00	50.00	During this period we have had periods of sickness absence. We also have a vacant post, which has had to be re-advertised due to lack of suitable candidates to shortlist. Performance Plan attached at Appendix B3		

Notes:

<sup>1</sup> Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. Performance plans are not provided since actions planned to improve performance are discussed and managed through contractual monthly Quality of Service meetings. ICT data and RBS data reflect progress to year end.

<sup>2</sup> WL19bii / WL121: Data does not include BTLS seconded staff.

<sup>3</sup> WL\_121: From 2016/17, quarter data shows a rolling 12 month outturn against the annual target rather than 'within quarter' performance. Outturns of previous quarters re-stated to show this.

<sup>4</sup> NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures.

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

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet in March 2016 for 2016/17:

- TS24a Average time taken to re-let local authority housing (Supported Needs) – target changed from 50 to 65 to take account of low demand for sheltered housing;
- WL108 Average answered waiting time for callers – target changed from 30 to 50s to reflect increased demand on operator time resulting from increased resolution at first point of contact;
- WL121 Working days lost to sickness absence – outturn period changed from 'within quarter' performance to match internal management reports showing rolling 12 month 'outturn' against the annual target, previous quarter outturns restated to reflect this;
- NI 191 Residual household waste per household – target changed from 495 to 500kg to reflect increase in street litter collected and increase in waste presented for collection;
- NI 195c Improved street and environmental cleanliness (levels of graffiti) – indicator deleted as assessment includes private property where there is no control;
- NI 195d Improved street and environmental cleanliness (levels of fly posting) – indicator deleted as assessment includes private property where there is no control;
- BV8 % invoices paid on time – target changed from 98.24% to 98.75%

PERFORMANCE PLAN	
<b>Indicator</b>	HS13: % LA properties with CP12 outstanding
<b>Reason(s) for not meeting target</b>  Inability to gain access to properties.	
<b>Additional Commentary</b>  A process is in place to ensure that Landlord Gas Safety checks are carried out. This results in a notice seeking possession being issued and potentially eviction through the courts.  The time taken for this process to be completed results in a minor amount of properties going beyond 12 months between services, this is despite the Council operating on a 10 month cycle.  <b>Proposed Actions</b> <ul style="list-style-type: none"> <li>• Form a working group. Involving Legal, Property Services, Housing Operations and the councils heating contractor.</li> <li>• Review current processes</li> <li>• Review best practice from other organisations.</li> <li>• Make recommendations for changes to the process.</li> </ul> These actions should impact on performance once recommendations are implemented.	
<b>Resource Implications:</b> Officer time	
<b>Priority:</b> High	
<b>Future Targets</b> The target will remain 0% based on legal requirements.	
Action Plan	
Tasks to be undertaken	Target Completion Date
<ul style="list-style-type: none"> <li>• Form a working group. Involving Legal, Property Services, Housing Operations and the Councils heating contractor.</li> </ul>	March 2017
<ul style="list-style-type: none"> <li>• Review current processes with the group</li> </ul>	May 2017
<ul style="list-style-type: none"> <li>• Review best practice from other organisations with the group.</li> </ul>	June 2017
<ul style="list-style-type: none"> <li>• Make recommendations for changes to the process.</li> </ul>	July 2017
<ul style="list-style-type: none"> <li>• Implement changes.</li> </ul>	September 2017

PERFORMANCE PLAN	
<b>Indicator</b>	TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
<b>Reason(s) for not meeting target</b>  As the indicator is an average, every time a long term sheltered void is let this has a negative impact and significantly increases the reported performance. Therefore achieving a letting of a long term void which could be seen as an achievement has a negative effect performance.	
<b>Additional Commentary</b> Demand for sheltered accommodation can fluctuate and is heavily influenced by geographical area and accommodation type. Despite having a programme of declassifying some sheltered stock to general needs accommodation this still remains an issue. The Council recently invested in Evenwood Court and we have seen an improvement in demand for this scheme.  The Council are also in the process of considering options for the sheltered accommodation scheme at Hall Green Close, Upholland.  The actions proposed aim to reduce the number of empty sheltered properties, this may not however not always equate to a lower average turnaround in the short or medium term.	
<b>Proposed Actions</b> <ul style="list-style-type: none"> <li>• Hall Green Close Redevelopment</li> <li>• Appraisal of sheltered bedsit accommodation</li> <li>• Marketing of vacancies using local press, leafleting and direct marketing to housing applicants</li> <li>• Promotion of the scheme through local agencies, partners and directly to applicants</li> <li>• Continue a programme of open days at schemes with lower demand</li> <li>• Improve appearance of vacant flats through selective redecoration</li> <li>• Investigate options for reducing age limit from 60 to 55 years for selected Category 1 sheltered accommodation.</li> </ul>	
These actions should impact on performance from September 2017 (Q2)	
<b>Resource Implications</b> Marketing and promotion of the schemes can be done within existing resources. Implications for any redevelopment of schemes would be considered separately.	
<b>Priority:</b> High	
<b>Future Targets:</b> This PI will be monitored at service level. The proposed corporate QPI will now focus on void rent loss	



<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Hall Green Redevelopment	Ongoing
Appraisal of sheltered bedsit accommodation	June 2017
Marketing of vacancies using local press, leafleting etc	Ongoing
Promotion of the scheme through local agencies, partners and directly to applicants	July 2017
Continue a programme of open days at low demand schemes	September 2017
Improve appearance of vacant flats through selective redecoration	Ongoing
Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation.	June 2017

PERFORMANCE PLAN	
<b>Indicator</b>	WL108 – Average waiting time for callers to the Contact Centre (seconds)
<b>Reasons for not meeting target</b>  The target was missed by 8 seconds. During the period, there has been some sickness absence and two vacant posts unfilled.	
<b>Additional commentary</b>  The vacant posts were initially advertised in December and had to be re-advertised due to lack of suitable candidates. There will be continued close monitoring of call handling times and management of sickness absence in line with the Council's absence management policy.  <b>Proposed Actions</b> <ul style="list-style-type: none"> <li>Recruitment to vacant posts</li> </ul>	
<b>Resource Implications</b>  Within existing budgets	
<b>Priority</b>  High	
<b>Future Targets</b>  Since this PI was introduced the contact centre service has developed to provide greatly increased call resolution at first point of contact which has resulted in call duration being longer. Whilst maintaining an efficient contact centre remains integral to our customer service, the resourcing of this needs to be balanced with the promotion of other access routes for services via the Council's digital by preference initiative and the drive for channel shift. The current target will be reviewed based on performance during the year.	
Action Plan	
Tasks to be undertaken	Completion Date
Recruitment to vacant posts <ul style="list-style-type: none"> <li>January appointments should have some impact on performance during Q4 (Jan-Mar), although staff will need to undertake full training</li> </ul>	January 2017

## APPENDIX C ACTIONS FROM PREVIOUS PERFORMANCE PLANS

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
NI157 Processing of planning applications	Q1	Temporary maternity cover for 2 posts / return of maternity staff	Staff on maternity leave are currently anticipated to return in April 2017	1 post was filled. Existing P/T staff have increased hours.	Performance has been on target for Q2 and Q3 with no revision of performance plan.
WL121 Working Days Lost Due to Sickness Absence  Page 457	Q1	A high level review of the Council's approach to Absence management will be conducted in order to improve performance, including reviewing the policy along with a range of health and well being initiatives	March 2017	Now in progress and ongoing	Performance has been on target for Q2 and Q3 with no revision of performance plan.
	Q1	Develop an eLearning tool for managers on health and safety in the workplace, which will offer advice to prevent illness, accidents and resultant absence.	February 2017	To launch 27 February 2017	
	Q1	An e-learning system is about to be implemented, which can be used to provide more effective training on sickness management.	February 2017	To launch 27 February 2017	

Performance plans often include actions which, by the time of publication, have already been completed and/or become part of the day to day operations of a service. The above table details those actions from previous Performance Plans with a future implementation date.

There were no performance plans relating to the Q2 report.





**CORPORATE AND  
ENVIRONMENTAL OVERVIEW &  
SCRUTINY COMMITTEE:  
2 March 2017**

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**Report of:** Borough Solicitor

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

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**SUBJECT: WORK PROGRAMME – PROGRESS REPORT**

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Wards affected: Borough wide.

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide an update of the current position of the Work Programme of the Corporate and Environmental Overview and Scrutiny Committee and the way forward for 2017/18.

## **2.0 RECOMMENDATIONS**

- 2.1 That progress against the Work Programme of the Committee for 2016/17 be noted.
- 2.2 That, if determined, that the work in relation to the in-depth review 'West Lancashire Tourism – The Visitor Economy' be concluded, that arrangements be put in place for the draft final report and recommendations to be brought forward for consideration by the Committee at the first meeting for 2017/2018.
- 2.3 That the Work Programme 2017/18 for the Corporate and Environmental Overview and Scrutiny Committee be considered at the first meeting of the Committee 2017/18.
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## **3.0 BACKGROUND**

- 3.1 The current Work Programme for Corporate and Environmental Overview & Scrutiny Committee and included on the Council's web site is:

## **‘Corporate and Environmental Overview and Scrutiny Committee**

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

The Committee considers, as part of its routine work:

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

The Member Development Commission will continue its work during 2017/18 and the ‘Public Involvement at Meetings Working Group’.

3.2 The Corporate and Environmental Overview & Scrutiny Committee establishes its own Work Programme annually. In relation to that Work Programme it was previously agreed that future work programmes would be informed:

- By inviting all Members and CMT to submit topics.
- By inviting members of the public to submit topics via a press release and the inclusion of an article on the Council’s web site.
- Where appropriate, via a workshop session to which all Members be invited, including Key Stakeholders, the Press and members of the public, if determined by the Lead Officer, in consultation with the Chairman, Vice Chairman and Opposition Spokesperson.

Potential topics to be considered by the Committee for inclusion in its Work Programme shall be included on the Council’s web site with a request that any comments be forwarded to Member Services.

3.3 In depth work, termed ‘a review’, is usually undertaken by the Committee, however it may also be carried out by informal cross party member working groups called “Commissions” to contribute to and inform the Overview and Scrutiny process.

## **4.0 CURRENT POSITION**

4.1 The in-depth review ‘West Lancashire Tourism – The Visitor Economy’ has progressed as per the timetable contained in its Project Plan.

4.2 The draft final report and recommendations arising from the in-depth review are scheduled to be considered by the Committee at its meeting in July 2017.

4.3 The Member Development Commission has continued its work during 2016/17 and the Committee has been kept informed of its work through the notes from its meetings. A further meeting of the Commission is scheduled to take place on 16 March 2017.

- 4.4 The 'Public Involvement at Meetings Working Group' has continued its work during 2016/17. A further meeting of this Group is planned to take place in April 2017.
- 4.5 The Committee continues to consider items at the request of a Member and its work programme also includes consideration of items referred to it at the request of a Member from the Members' Update.
- 4.5 The Committee continues to consider items as part of its performance management role, including the Annual Reports from West Lancashire Community Leisure/Serco and BT Lancashire Services.
- 4.6 The Committee also acts as the Council's Crime and Disorder Committee and as part of that role is considering a presentation on behalf of the West Lancashire Community Safety Partnership at this meeting.

## **5.0 FUTURE WORK PROGRAMME**

- 5.1 As set down in its Project Plan, the in-depth review 'West Lancashire Tourism – The Visitor Economy' is scheduled to conclude in July 2017 following a presentation, from a representative of WWT Martin Mere; details to be confirmed. As noted above the draft final report and recommendations are also scheduled to be considered at the Committee's first meeting in 2017/18.
- 5.2 If the action referred to at 5.1 above is confirmed, then it is proposed that the Work Programme Report 2017/18, be considered at the Committee's first meeting in 2017/18, to include a draft timetable to establish that Work Programme, including actions related to the topic selection process.
- 5.3 In considering the future Work Programme of the Committee Members will need to be mindful of its routine work which may limit the scope of a future review and what can be undertaken to ensure that work can be completed within reasonable timescales.

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

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

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 7.1 There are financial and resource implications in respect of officer and member time in dealing with the matters under the Work Programme. There are also limitations to the scope of a future review and number of topics that can be undertaken and these must be contained within existing resources.

## **8.0 RISK ASSESSMENT**

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

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

None.