



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

---

23 June 2017

**CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY MEMBERS UPDATE**

**CORPORATE YEAR 2017/18  
JUNE 2017 – ISSUE 1**

The content of this MEMBERS UPDATE covers all services.

If a Member wishes to receive further information on anything in the Update, please contact the officer named at the beginning of the article.

If a Member wants to place an item on the Corporate and Environmental O & S agenda in connection with any article in the Update, please complete the attached Members Update Pro Forma (Appendix A) and return it to Member Service, 52 Derby Street or e-mail: [member.services@westlancs.gov.uk](mailto:member.services@westlancs.gov.uk) or telephone 01695 585017 by Friday 30 June 2017.

The Press are asked to contact the Consultation and Communications Manager for further information on this Update.

---

**MEMBERS ITEM / COUNCILLOR CALL FOR ACTION**

If a Member wants to place an item on the Corporate and Environmental O&S Committee Agenda, please complete the attached Member Item/Councillor Call for Action Pro Forma (Appendix B) and return it to Member Services, 52 Derby Street, by 12 Noon on Friday 30 June 2017.

---

## CONTENTS

### 1. GENERAL

- |     |                                                                                                       |        |
|-----|-------------------------------------------------------------------------------------------------------|--------|
| 1.1 | MINUTES OF ONE WEST LANCASHIRE BOARD - THEMATIC GROUPS                                                | 1 - 2  |
| 1.2 | MINUTES OF LANCASHIRE COUNTY COUNCIL'S HEALTH SCRUTINY COMMITTEE                                      | 3 - 4  |
| 1.3 | MINUTES OF THE LANCASHIRE POLICE AND CRIME PANEL                                                      | 5 - 6  |
| 1.4 | LOCAL HOUSING ALLOWANCE (LHA) AND WELFARE REFORMS - POTENTIAL IMPACT ON HOUSING REVENUE ACCOUNT (HRA) | 7 - 16 |

### 2. PERFORMANCE MONITORING

- |     |                                                   |         |
|-----|---------------------------------------------------|---------|
| 2.1 | CORPORATE DELIVERY PLAN 2016/17 - PROGRESS REPORT | 17 - 32 |
| 2.2 | ANNUAL VAT REPORT 2016/2017                       | 33 - 42 |

### 3. ACTIONS TAKEN UNDER DELEGATED AUTHORITY

- |     |                                                                 |         |
|-----|-----------------------------------------------------------------|---------|
| 3.1 | COMMUNITY CHEST GRANTS<br>To follow.                            |         |
| 3.2 | EXEMPTION FROM CONTRACT PROCEDURE RULES - BUSINESS RATES REVIEW | 43 - 46 |

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

For further information, please contact:-  
Julia Brown on 01695 585065  
Or email [Julia.brown@westlancs.gov.uk](mailto:Julia.brown@westlancs.gov.uk)



**'MEMBERS UPDATE' REQUEST  
CORPORATE AND ENVIRONMENTAL OVERVIEW  
SCRUTINY COMMITTEE**

**MEETING: 13 July 2017**

This form must be received by Member Services, 52 Derby Street, Ormskirk by 12 noon on Friday 30 June 2017.

**Members Update Issue: 1**

|             |  |
|-------------|--|
| Councillor: |  |
| Article No: |  |
| Subject:    |  |

If more information is required in relation to this item, please contact the officer indicated on the first page of the related report.

**Please advise Member Services on 01695 585016 if at any time you wish to withdraw this item following receipt of further information or e-mail [member.services@westlancs.gov.uk](mailto:member.services@westlancs.gov.uk)**

|                                                                                |
|--------------------------------------------------------------------------------|
| <b>1. What are your reasons for requesting the item ?:</b>                     |
| <br><br><br><br><br><br><br><br><br><br>                                       |
| <b>2. What outcome would you wish to see following discussion of the item?</b> |
| <br><br><br><br><br><br><br><br><br><br>                                       |

**FOR MEMBER SERVICES USE ONLY**

|                                                   |                                                     |
|---------------------------------------------------|-----------------------------------------------------|
| Received by:                                      | Date of Committee:                                  |
| Date: _____ Time: _____                           | Chief Executive informed <input type="checkbox"/>   |
| Head of Service informed <input type="checkbox"/> | Chairman informed <input type="checkbox"/>          |
| Contact Officer informed <input type="checkbox"/> | Portfolio Holder informed: <input type="checkbox"/> |









## ARTICLE NO: 1A

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

**MEMBERS UPDATE 2017/18  
ISSUE: 1**

---

**Article of:** Borough Solicitor

**Contact for further information: Mrs. J Brown (Extn 5065)**  
(E-mail: [julia.brown@westlancs.gov.uk](mailto:julia.brown@westlancs.gov.uk))

---

**SUBJECT: MINUTES OF ONE WEST LANCASHIRE BOARD – THEMATIC  
GROUPS**

---

Wards affected: Borough wide

#### **1.0 PURPOSE OF ARTICLE**

1.1 To notify Members of the latest notes/minutes of meetings of One West Lancashire Board - Thematic Groups available on the Board's website.

---

---

#### **2.0 BACKGROUND**

2.1 The West Lancashire Local Strategic Partnership was dissolved on 31 March 2013 and its successor partnership arrangement 'One West Lancashire' was established. Minutes of the Thematic Groups will continue to be received by the One West Lancashire Board and reported to Members via future issues of this Members' Update.

2.2 The following notes/minutes have been included since the last edition of this Members Update:

- Transport – 26 April 2017
- Skills, Training & Employment – 28 March 2017
- Community Safety Partnership – 8 February 2017
- Health & Wellbeing Partnership – 26 January 2017, 29 March 2017
- Children & Young Peoples Board – 14 December 2016, 16 March 2017
- People and Communities – March 2017

They can be accessed on the One West Lancashire Board's web page at:  
<http://www.onewestlancs.org/thematic-groups.html>

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

3.1 There are no significant sustainability impacts associated with this article, and in particular no significant impact on crime and disorder. The Thematic Groups were established in order to achieve the objectives of the Sustainable Community Strategy.

### **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

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

### **5.0 RISK ASSESSMENT**

5.1 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 article.

---

---

### **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 Article 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.





**ARTICLE NO: 1B**

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

**MEMBERS UPDATE 2017/18  
ISSUE: 1**

---

**Article of: Borough Solicitor**

**Relevant Portfolio Holder: Councillor Wright**

**Contact for further information: Mrs J A Ryan (Extn 5017)  
(E-mail: [jill.ryan@westlancs.gov.uk](mailto:jill.ryan@westlancs.gov.uk))**

---

**SUBJECT: MINUTES OF LANCASHIRE COUNTY COUNCIL'S HEALTH SCRUTINY  
COMMITTEE**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1** To keep Members apprised of developments in relation to Health Overview and Scrutiny in Lancashire.
- 

## **2.0 BACKGROUND AND CURRENT POSITION**

- 2.1** The Health and Social Care Act (2001), subsequently superseded by the National Health Service Act 2006 and the Health and Social Care Act 2012, extended the powers of Overview and Scrutiny Committees of local authorities responsible for social services functions to include the power to review and scrutinise matters relating to the health service in their areas.
- 2.2** The Health Scrutiny Committee at Lancashire County Council exercises the statutory functions of a health overview and scrutiny committee. The Membership of the Committee includes twelve non-voting Co-opted District Council Members, West Lancashire's representative is Councillor Savage.
- 2.3** To ensure that Members receive regular updates on the work being undertaken by the Committee and to provide an opportunity to feed back any comments via the Council's representative, a copy of the County Council's Health Scrutiny Committee minutes are attached.

### **3.0 SUSTAINABILITY IMPLICATIONS**

3.1 There are no significant sustainability impacts associated with this update.

### **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

4.1 There are no financial and resource implications associated with this item except the Officer time in compiling this update.

---

---

#### **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 article 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**

Minutes of the Health Scrutiny Committee can be accessed via the link below:-

[Minutes of Health Scrutiny Committees](#)

1. 28 February 2017



**ARTICLE NO: 1C**

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

**MEMBERS UPDATE 2017/2018  
ISSUE: 1**

---

**Article of: Borough Solicitor**

**Relevant Portfolio Holder: Councillor Wright**

**Contact for further information: Mrs. J.A. Ryan (Extn 5017)  
(E-mail: [jill.ryan@westlancs.gov.uk](mailto:jill.ryan@westlancs.gov.uk))**

---

**SUBJECT: MINUTES OF THE LANCASHIRE POLICE AND CRIME PANEL**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1** To advise Members of the Minutes in connection with the Lancashire Police and Crime Panel for information purposes.
- 
- 

## **2.0 BACKGROUND AND CURRENT POSITION**

- 2.1** To keep Members apprised of developments in relation to the Lancashire Police and Crime Panel in Lancashire.

## **3.0 SUSTAINABILITY IMPLICATIONS**

- 3.1** There are no significant sustainability impacts associated with this update.

## **4.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 4.1** There are no financial and resource implications associated with this item except the Officer time in compiling this update.
- 
- 

## **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**

Minutes of the Lancashire Police and Crime Panel can be accessed via the link below:

[Minutes of the Lancashire Police and Crime Panel](#)

1. 3 April 2017



---

**Article of: Director of Housing and Inclusion**

**Contact for further information: Ms Leigh McFarlane (Extn. 5233)  
(E-mail: [leigh.mcfarlane@westlancs.gov.uk](mailto:leigh.mcfarlane@westlancs.gov.uk))**

---

**SUBJECT: Local Housing Allowance (LHA) and Welfare Reforms - Potential Impact On Housing Revenue Account (HRA).**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To advise Members of the LHA restrictions to housing benefit and Universal Credit housing costs in the social rented sector programmed from 1<sup>st</sup> April 2019.
  - 1.2 To refresh Members of other Government legislation and highlight the potential impacts that they will have on the HRA.
- 

## **2.0 BACKGROUND**

- 2.1 LHA - The Government Spending Review and Autumn Statement 2015 announced an intention to cap the amount of rent that housing benefit will cover in the social rented sector, to the relevant LHA level. LHA rates are already applied to people who live in the private rented sector and the level the rate is set at is payable for rent and eligible service charges.
- 2.2 Rent Reduction - The Governments desire to manage the cost of the housing benefit bill resulted in an announcement in the 2015 budget to reduce rents in the social housing sector by 1% p.a for 4 years. For the purposes of the HRA Business Plan we have assumed the Government will reinstate the rent formula of CPI plus 1% after the four years.
- 2.3 Universal Credit (UC) - was introduced in West Lancashire by the Department of Works and Pensions (DWP) in September 2014. It replaces the six benefits listed below and puts them into one single monthly payment.
  - Income based job seekers allowance
  - Income related employment support allowance
  - Income support
  - Child tax credit
  - Working tax credit

- Housing benefit
- 2.4 UC claimants no longer receive housing benefit to cover their rent liability but receive housing costs as part of their UC payment and are expected to use this to pay their rent. UC does not apply to people of pensionable age.
  - 2.5 Benefit Cap - A cap has been put on the amount of benefits that can be claimed for non-working households. The most these households can now claim is £13,400 a year or £257.69 a week for a single claimant and £20,000 a year or £384.62 for couples or where children are in the household. Any benefit income above these levels will be reduced from housing benefit or Universal Credit entitlement meaning tenants will have to make payment towards their rent. The benefit cap is aimed at encouraging those not working to look for work by ensuring no benefit claimant receives more in benefits than the average working household.
  - 2.6 Under Occupation charge - Those tenants under pensionable age who live in social housing that is bigger than their needs have had their housing benefit restricted since July 2013 in West Lancashire, this is the under occupancy charge. The 1 and 2 bedroom benefit restrictions are 14% and 25% respectively. Those tenants affected will need to either make up the shortfall in their rent themselves or apply for a Discretionary Housing Payment (DHP) from their Local Authority for temporary financial assistance.

### **3.0 CURRENT POSITION**

#### **3.1 Local Housing Allowance (LHA)**

- 3.1.1 The Government's current proposals are that LHA will affect all social housing tenants who took a tenancy or renewed a tenancy since 1<sup>st</sup> April 2016. From 1<sup>st</sup> April 2019, housing benefit or housing costs (for those tenants claiming UC) will be restricted to the relevant LHA rate for the postcode area that the tenant lives in. This will bring payments in line with the rate which is payable for tenants of private landlords. Any claimants claiming UC will be restricted to housing costs at the LHA rate regardless of when their tenancy started. See Appendix A.
- 3.1.2 Single tenants who have no dependants and who are under 35 years of age will only receive the equivalent of the shared room rate from April 2019, see Appendix A for current rates. A snapshot of one bedroom property shows 132 single tenants under the age of 35 currently have a tenancy, and of these 85 took a tenancy after April 2016 and so could potentially be affected by the shared room rate. Whilst 20% of occupied properties have a primary tenant under 35 further analysis is required to understand any impact given that the tenant base and personal circumstances change over time. Based on a number of assumptions on occupation of one bedroomed properties early indications are that there is the potential that 11% of tenants who are under the age of 35 and occupying a one bedroomed property may be affected as the average current rents charged by the Council for one bedroomed property or bedsit is higher than the shared room rates. Tenants will need to consider how they are going pay the shortfall in housing benefit or housing costs to cover the rent due.

- 3.1.3 It is not yet clear if all UC claimants will be affected by LHA irrespective of when they took their tenancy unlike tenants on other benefits who will only be affected if their tenancy started after April 2016. However there has been indication that those moving from housing benefits to Universal credit after 2019 will be given some protection with transitional arrangements but this is yet to be detailed.
- 3.1.4 In September 2016 the Secretary of State announced a delay in applying LHA rates in supported housing to 2019/20. The Government then held a 12 week consultation exercise in November 2016 on a proposed new funding model which will be introduced to coincide with this date and local authorities in England will receive ring-fenced funding to meet the shortfall between the LHA rates and the cost of provision of supported housing. How this funding will be administered was part of the consultation exercise and in relation to West Lancashire may result in the funding sitting with Lancashire County Council. The rates will apply to all supported housing tenants in receipt of housing benefit which includes tenants living in sheltered accommodation. However those single occupants living in supported housing will not be subjected to the shared room rate of LHA.
- 3.1.5 The details of the model to assist with the shortfall have yet to be agreed and therefore any transitional arrangements for tenants living in sheltered accommodation has yet to be finalised. Of the 1113 Council sheltered tenancies in West Lancashire 865 tenants currently receive full or partial housing benefit.
- 3.1.6 At this time it is difficult to anticipate the full impact of these changes. However some early modelling and assumptions indicate that if LHA was payable today, based on the current rental charges, 12% of the stock or approximately 720 properties have rent and service charges that would exceed the amount payable under LHA rates. This includes a range of property types including sheltered property, and property with affordable rent charges. This would be the minimum impact based on rent and services charges only. Further analysis is being carried out to understand the potential affect based on family size, occupancy and ages of tenants.

### 3.2 1% Rent Reduction

- 3.2.1 The 2015 budget saw the announcement of an introduction of rent reductions for social housing landlords. This required social landlords to reduce their rents by 1% in each year for four years from April 2016. The Government however subsequently announced a one-year exemption for supported housing, including sheltered accommodation from the 1% rent reduction. From April 2017 a 1% rent reduction has therefore been applied to those tenants living in sheltered accommodation. There has been no decision on what the Government's position will be in relation to rent setting from April 2020.

### 3.3 Universal Credit (UC)

- 3.3.1 The agreed date for UC Digital Roll out or what is referred to as UC Full Service is due in December 2017 for West Lancashire. At present, in most UC areas only single job seekers, employment and support allowance claimants and income support claimants are accepted for UC.

3.3.2 The move to Full Service means that from December 2017 those tenants claiming;

- Income Support
- Income Based Jobseekers
- Income Based Employment and Support Allowance
- Child Tax Credit
- Working Tax Credit
- Housing Benefit

must make a claim 'online' using the Government's UC application pages on GOV.UK.

3.3.3 This means that all new benefit claims from working age customers looking for help with their housing costs can only be made through UC. This is a significant change for many tenants who have had their rent automatically paid by housing benefit direct to their landlord. UC housing costs payments are made to the claimant not the Landlord, it is only if the claimant falls into arrears or has significant issues with their capacity to manage these payments that a housing costs payment will be made direct to the Landlord. There is also a 6 week delay in payments being processed and payments are made monthly in arrears unlike housing benefit which is received weekly. These factors will have a negative impact on the HRA budget

3.3.4 Current UC position statement for Council Tenants  
At 31<sup>st</sup> March 2017 there were 348 Council tenants claiming UC.

The Council receive direct payments from the DWP for 179 tenants; of these 115 also have an agreed deduction to reduce outstanding rent arrears.

| <b>Snapshot at 31<sup>st</sup> March 2017</b> |        | <b>Tenants claiming UC</b> |
|-----------------------------------------------|--------|----------------------------|
| Number of Council tenants                     | 5876   | 348                        |
| Number of tenants in rent arrears             | 2108   | 292                        |
| % of tenants in rent arrears                  | 35.92% | 83.9%                      |

### 3.4 Benefit Cap

3.4.1 Benefit Cap was initially introduced in April 2013 and was then amended bringing in further reductions which applied from November 2016. There are currently 40 council tenants affected by the Benefit Cap in West Lancashire. The Council have endeavoured to support all tenants by offering money advice services through the Financial Inclusion team.

### 3.5 Under Occupation Charge

3.5.1 There are currently 724 tenants who are affected by the under occupation charge. The Council initially contacted all those tenants who were affected in



April 2013 to advise them of the charge and discuss options around moving to smaller accommodation, or if this was not achievable how to make a claim for DHP to cover their housing benefit shortfall. The Council continue to support tenants through the Income Management and Financial Inclusion team.

## **4.0 ISSUES**

- 4.1 All of the changes highlighted may have a financial impact to some degree on the HRA. LHA and the Under Occupation Charge will not only have an impact on a tenants' ability to pay their rent, but also potentially on demand for the Council's housing stock, if our rent levels are no longer affordable due to housing benefit or housing costs being capped to the LHA rate.
- 4.2 The changes to assisting tenants with housing costs has the potential to impact on demand for property. There is the risk that there will be an increase in the number of voids and time taken to allocate accommodation with rents that are higher than the LHA rate and attract younger single tenants such as one bedroomed flats. It could exacerbate an increase in voids and issues re- letting sheltered accommodation as the rent and service charges exceed LHA rates. The demand for sheltered accommodation is currently being reviewed as part of the sheltered option appraisals and these issues will contribute to any future decisions on changes and remodelling schemes.
- 4.3 Whilst the Council have been able to manage the impact of the 1% rent reduction by re-prioritising the investment programme to the housing stock and creating efficiencies by looking at how we can deliver services digitally, there is no certainty yet about what the Government's plans are from 2020 in relation to rent setting policy.
- 4.4 Currently on average 6 tenants a month are claiming UC. The Department for Work and Pensions have estimated this will increase when we move to Full Service in December this year to an average of 48 a month. At present 53% of rental income is covered by weekly housing benefit payments, however as UC rolls out this figure will decrease. The delay in payments being awarded and the fact that payments are made monthly in arrears will affect the income stream to the HRA.
- 4.5 The changes from Universal Credit have already had an impact on resources. The Council appointed an additional money advisor in June 2016 to assist with the additional workload associated with UC. This has greatly supported tenants and assisted in minimising the impact on rent collection and arrears. All new tenants who move onto Universal Credit are contacted by text to establish their payment date which can be any day of the week and they are offered budgeting advice. As the focus to making a claim for Universal credit and assistance with housing costs shifts to digital only applications it will become increasingly important that Council services and information can also be easily accessed by tenants. The Housing and Inclusion tenant mobile self-serve app will assist in making information easily and readily accessible 24 hours a day. The Housing and Inclusion service will also be piloting a paperless direct debit service for tenants which can offer any date, any frequency for rent payments to provide

greater choice and maximise available payment dates which will be beneficial for Universal Credit claimants .

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

- 5.1 There are potential issues for sustainability in relation to these changes as they may impact on an individual's ability to both afford and maintain a Council tenancy.

## **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 6.1 Whilst budgeting support and money advice provision will be key to supporting the changes and minimising the financial risks, as more tenants move to Universal credit and start to receive monthly housing cost payments in arrears there will be an impact on the arrears and recovery rate profile. It is unclear how Local Housing Allowance will be paid to the Council. Private Landlords LHA payments are paid monthly in arrears. If this is replicated for Social Landlords then the move from a weekly housing benefit payment file to a monthly LHA payment in arrears will also have an impact on the arrears reporting position.
- 6.2 Although tenant support is in place for budgeting and money advice, this will be monitored carefully over future months.
- 6.3 There is a risk that there will be rental loss due to increased void rates and longer turnaround times if potential new tenants consider the rental charges unaffordable.
- 6.4 Whilst some of the financial and resource implications arising in respect of the changes have been highlighted, any further implications will be modelled and reported as regulation details are confirmed. This report is for information purposes only and makes no recommendations for action.

## **7.0 RISK ASSESSMENT**

- 7.1 Failure to manage the impact of LHA and Welfare Reforms is included as a Key Risk on the Housing and Inclusion Service Risk Register. This report provides an information update on how these reforms are being managed where appropriate to provide assurance to Members that action is being taken.

---

---

### **Background Documents**

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

### **Equality Impact Assessment**

This Article is for information only and therefore does not require an Equality Impact assessment.

## **Appendices**

Appendix A - Current LHA Rates - West Lancashire



## Appendix A

There are different rates of LHA based on where you live. The table below shows the maximum help you can get with your rent:

| Postcode               | Shared room rate | 1 bed  | 2 bed   | 3 bed   | 4 bed   |
|------------------------|------------------|--------|---------|---------|---------|
| WN6 – WN8              | £57.57           | £80.55 | £96.23  | £109.32 | £149.59 |
| PR4                    | £53.67           | £89.46 | £109.32 | £126.58 | £161.10 |
| L37 - L40<br>PR8 - PR9 | £69.23           | £91.43 | £120.82 | £139.84 | £172.60 |





---

**Article of: Borough Transformation Manager and Deputy Director of Housing and 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))**

---

**SUBJECT: CORPORATE DELIVERY PLAN 2016/17: PROGRESS REPORT**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

- 1.1 To provide an update on the progress made towards implementing key Council actions identified in the Council Plan during 2016/17.

---

## **3.0 BACKGROUND**

- 3.1 In April 2016, the Council formally adopted a Council Plan 2016-18 with a vision, set of values and priorities together with the key projects for 2016/17. It was agreed that progress against key actions would be provided through six-month Members Update reports and a full Annual Report to Council. A full Annual Report will be submitted for Council in July 2017.
- 3.2 A six-month progress report was provided to Members in December 2016 and the progress report on the delivery plan for end of year 2016/17 is attached at Appendix A.

## **4.0 CURRENT POSITION**

- 4.1 The Appendix summarises the good progress that has been made across the plan. Explanations have been provided as appropriate in those areas where progress has not been as planned and in particular where progress is dependent on third parties. Many of the actions are the subject of detailed individual reports to committees.
- 4.2 It should be noted that the report in Appendix A provides information correct as at the end of March 2017 and work continues on the Plan actions.
- 4.3 To ensure that the Council maintains progress against its corporate priorities, it is essential that a strategic plan is in place and is monitored. Given the established procedures of the delivery plan process, progress against the plan is provided by six-month reports through Members Updates and a full Annual Report to Council.
- 4.4 A Council Plan for 2017/18 was agreed by Members in April 2017.

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

5.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The report has various links to the Sustainable Community Strategy through the wide range of actions contained within it. The priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

## **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

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

## **7.0 RISK ASSESSMENT**

7.1 It is essential to the effective management of the Council that sufficient time and consideration is given to the council planning process. Having a clear plan allows attention and resources to be effectively focused on achieving the Council's priorities and strong and effective performance management arrangements are in place to support this. The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant operational risk registers.

---

---

### **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: 2016/17 Corporate Delivery Plan Monitoring Report











# APPENDIX A: Corporate Delivery Plan Monitoring Report 2016/17


| Action Status                                                                                         |                                                                                                         |                                                                                                              |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <br>Action completed | <br>Action in progress | <br>Milestone overdue / tbc |


## Ambitious for our Economy

Retain and grow jobs, increase skills levels and encourage business and wealth


| Summary                                       |                                                                                                                                                                                                                                |                                                                                       |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Action                                        | Key Outcomes                                                                                                                                                                                                                   | Progress on 16/17 milestones                                                          |
| Skelmersdale Town Centre Regeneration Project | Create a modern town centre for Skelmersdale offering an improved night-time economy and attractive public realm.                                                                                                              |    |
| Land Auction                                  | Meet the objectives of the Local Plan and raise capital to invest in the priorities of the council                                                                                                                             |    |
| Economic Development Strategy & Delivery      | Continue to build a prosperous Borough with skilled and trained local residents so that West Lancashire remains a great place to live, work, study and invest                                                                  |    |
| Ormskirk Town Centre Strategy & Delivery      | Ensure the long term economic and social viability of the town and improve its attractiveness as a visitor destination.                                                                                                        |    |
| Infrastructure Delivery (via H&T Masterplan)  | Support the delivery of improvements to transport infrastructure including around rail links and roads.                                                                                                                        |   |
| Combined Authority for Lancashire             | Assist West Lancashire's profile and ambitions within the wider regional agenda                                                                                                                                                |  |
| Engagement with Liverpool City Region         | Assist West Lancashire's profile and ambitions within the wider regional agenda                                                                                                                                                |  |
| Promoting the Borough as a place to be        | West Lancashire is recognised as an improving place with aspirations which enhances West Lancashire's reputation as a place to live, a location to develop a business, a place to visit, a place to work and a place to study. |  |

Progress as at the end of Q4 (March 2017)

|                 |                                                                                   |                                                                                           |                                                                                                                                                                                                                                                                                                                           |                         |                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                               |                                                                                           |                                                                                                                                                                                                                                                                                                                           | <b>Head of Service:</b> | John Harrison                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                                                         | <b>Due Date</b>                                                                                                                                                                                                                                                                                                           | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ec1             | Skelmersdale Town Centre Regeneration                                             | Complete appraisal of alternative development options to deliver Town Centre regeneration | 31-May-2014                                                                                                                                                                                                                                                                                                               | Yes                     | Following review of options, planning application submitted for mixed retail and leisure development. Planning application approved subject to Section 106 agreement. The planning decision was subsequently the subject of a lengthy legal challenge which was finally dismissed in December 2016. Given the passage of time the scheme the scheme is now subject of a further review to ensure it meets market demand. |
|                 |                                                                                   | Agree supplementary agreement relating to land at Findon, Delf Clough and Digmoor         | 31-Jul-2016                                                                                                                                                                                                                                                                                                               | Yes                     | The supplementary agreement was completed March 2017 to facilitate the sale of the sites by 31 <sup>st</sup> March 2017                                                                                                                                                                                                                                                                                                  |
|                 |                                                                                   | Remarket residential sites at Findon, Delf Clough and Digmoor                             | 31-Aug-2016                                                                                                                                                                                                                                                                                                               | Yes                     | The marketing was delayed in order to approve a Local Development Order for all three sites which effectively granted planning permission for residential development and to undertake a series investigations and studies to de-risk the site from a developer perspective. This work has been completed and the sites were put out to tender in August.                                                                |
|                 |                                                                                   | Subject to market interest complete sale of residential sites                             | 31-Mar-2017                                                                                                                                                                                                                                                                                                               | Yes                     | The sale of the sites was completed on 28 <sup>th</sup> March 2017 and the purchasers are now in pre-planning application discussions with the Councils Development Management service.                                                                                                                                                                                                                                  |
|                 |                                                                                   | Complete Public Realm and environmental improvements                                      | 31-Jul-2019                                                                                                                                                                                                                                                                                                               |                         | The works will form part of the St Modwen development which has been significantly delayed as a result of the on-going Judicial Review of the planning consent for the town centre retail/leisure development.                                                                                                                                                                                                           |
| <b>Status</b>   |  | <b>Note</b>                                                                               | <i>Project Board Meetings</i> are held regularly and involve representation from HCA, WLBC, St Modwen and LCC. <i>Skelmersdale Town Centre District / County Liaison Group</i> meetings involving Members from WLBC and LCC are held to ensure full political engagement. This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                                                                                                                                          |

|                 |                                                                                     |                                                                   |                                                 |                         |                                                                                                                                                                                                          |
|-----------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                                 |                                                                   |                                                 | <b>Head of Service:</b> | John Harrison                                                                                                                                                                                            |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                 | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                    |
| Ec2             | Land Auction                                                                        | Issue ITT                                                         | 30-Apr-2015                                     | Yes                     |                                                                                                                                                                                                          |
|                 |                                                                                     | Negotiate new Memorandum of Understanding                         | 30-Apr-2015                                     | Yes                     | Negotiations begun and remain ongoing                                                                                                                                                                    |
|                 |                                                                                     | Sell sites at Whalleys (Skelmersdale) in conjunction with the HCA | 31-Mar-2017                                     | Yes                     | Disposal of first site completed in March. Further milestones and sale method for remaining sites will be determined following HCA's consideration of whether to use Accelerated Construction programme. |
| <b>Status</b>   |  | <b>Note</b>                                                       | This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                          |


Progress as at the end of Q4 (March 2017)

|                 |                                                                                   |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                     |                         |                                                                                                                                                                                                                                                                                       |
|-----------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                               |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                     | <b>Head of Service:</b> | John Harrison                                                                                                                                                                                                                                                                         |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                                                                            | <b>Due Date</b>                                                                                                                                                                                                                                                                                                                                                                     | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                 |
| Ec3             | Economic Development Strategy & Delivery                                          | Improving the knowledge and skills gap by developing initiatives with St Modwens, JCP and training providers | 31-Mar-2016                                                                                                                                                                                                                                                                                                                                                                         | No                      | This area of activity has been delayed, however it is planned that when new opportunities start to arise for local people, employment and skills support will be made available through ongoing partnership working that is already in place.                                         |
|                 |                                                                                   | Report to Members to update on progress of apprenticeship initiative and Employment and Skills Charter       | 31-Oct-2016                                                                                                                                                                                                                                                                                                                                                                         | Yes                     | Members Update report prepared for October                                                                                                                                                                                                                                            |
|                 |                                                                                   | Place Board / Ambassadors programme established                                                              | 31-Dec-2016                                                                                                                                                                                                                                                                                                                                                                         | Yes                     | Four Place Board meetings held and 2 Ambassador events. More than 60 businesses signed up as ambassadors.                                                                                                                                                                             |
|                 |                                                                                   | Investigate the potential for a Skelmersdale Leadership Board                                                | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                         | Yes                     | The Skelmersdale Place Board has taken on the role of implementing a Place Plan that aims to raise the profile of Skelmersdale. This will dovetail into Skelmersdale Vision activities, and therefore at the present time there is no requirement for an additional leadership group. |
| <b>Status</b>   |  | <b>Note</b>                                                                                                  | The ED Study provided a robust evidence base to inform the ED Strategy, eg. information such as levels of deprivation, skills and qualifications, employee numbers. This information will help to shape new projects that will improve the life chances of residents, having a direct and positive impact on the equalities agenda. This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                       |

Page 21


|                 |                                                                                     |                                                                                            |                                                 |                         |                                                                                                                                                                                                                                                                                                    |
|-----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                                 |                                                                                            |                                                 | <b>Head of Service:</b> | John Harrison                                                                                                                                                                                                                                                                                      |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                                          | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                              |
| Ec4             | Ormskirk Town Centre Strategy & Delivery                                            | Conduct and analyse market research to inform Ormskirk's brand and develop an action plan. | 31-May-2016                                     | Yes                     | Research project to understand visitors' perception of Ormskirk to inform brand development. Ormskirk residents and businesses were invited to share their views to help build a consistent identity and brand for Ormskirk.                                                                       |
|                 |                                                                                     | Review current market operation and stall provision                                        | 31-Jul-2016                                     | Yes                     | A report is currently being finalised setting out recommendations for enhancing the market offer as well as reducing overheads. New gazebos have been purchased and ground works in Moor Street are planned for summer 2017, both of which will enable a specialist market area to be established. |
|                 |                                                                                     | Establish comprehensive car parking review and develop proposals                           | 31-Mar-2017                                     | Yes                     | Meeting held with prospective partner. Agreement from Cabinet to proceed. Engineering assessment being undertaken.                                                                                                                                                                                 |
| <b>Status</b>   |  | <b>Note</b>                                                                                | This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                    |

Progress as at the end of Q4 (March 2017)


|                 |                                                                                     |                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                          |                  |                                                                                    |
|-----------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                                 |                                                                                                       | <b>Head of Service:</b>                                                                                                                                                                                                                                                                                                                                                                  | John Harrison    |                                                                                    |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                                                     | <b>Due Date</b>                                                                                                                                                                                                                                                                                                                                                                          | <b>Completed</b> | <b>Milestone Note</b>                                                              |
| Ec5             | Infrastructure Delivery (via H&T Masterplan)                                        | West Lancashire Route Management Strategy: Stage 1 Report (Evidence Review and Issues Identification) | 30-Nov-2015                                                                                                                                                                                                                                                                                                                                                                              | Yes              |                                                                                    |
|                 |                                                                                     | Skelmersdale Rail – initial GRIP3 stage work: Commission Station Location Options Appraisal           | 30-Apr-2016                                                                                                                                                                                                                                                                                                                                                                              | Yes              | Network Rail commissioned the Station Location options appraisal in September 2016 |
|                 |                                                                                     | West Lancashire Route Management Strategy: Stage 2 Report (Options Development and Assessment)        | 31-May-2016                                                                                                                                                                                                                                                                                                                                                                              | No               | Anticipated completion is now end May 2017                                         |
|                 |                                                                                     | Skelmersdale Rail – initial GRIP3 stage work: Complete Station Location Options Appraisal             | 31-Jul-2016                                                                                                                                                                                                                                                                                                                                                                              | Yes              | Station location options appraisal complete January 2017                           |
|                 |                                                                                     | West Lancashire Route Management Strategy: Draft West Lancs Route Management Plan                     | 31-Jul-2016                                                                                                                                                                                                                                                                                                                                                                              | No               | Anticipated completion is now end May 2017                                         |
|                 |                                                                                     | West Lancashire Route Management Strategy: A Preferred Option for A59 Bank Bridge                     | 30-Sep-2016                                                                                                                                                                                                                                                                                                                                                                              | No               | LCC unable to advise when this will be undertaken                                  |
|                 |                                                                                     | West Lancashire Route Management Strategy: Draft Ormskirk Town Centre Movement Strategy               | 30-Sep-2016                                                                                                                                                                                                                                                                                                                                                                              | No               | LCC unable to advise when this will be undertaken                                  |
|                 |                                                                                     | Maintain WL Highways & Transport Masterplan Officer Steering Group                                    | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                              | Yes              | Quarterly                                                                          |
| <b>Status</b>   |  | <b>Note</b>                                                                                           | Delivery and management of project is not within WLBC control. The Council engages with partners (particularly LCC) on a range of transport-related projects through contributing to the content of plans and projects as appropriate, advising partners, facilitating local consultations and raising awareness in the local community. This action is continued into the 2017/18 plan. |                  |                                                                                    |

|                 |                                     |                                                                                 |                         |                  |                                                                                                                                                                                                                                                                        |
|-----------------|-------------------------------------|---------------------------------------------------------------------------------|-------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services |                                                                                 | <b>Head of Service:</b> | John Harrison    |                                                                                                                                                                                                                                                                        |
| <b>Action</b>   | <b>Title</b>                        | <b>Milestones</b>                                                               | <b>Due Date</b>         | <b>Completed</b> | <b>Milestone Note</b>                                                                                                                                                                                                                                                  |
| Ec6             | Combined Authority for Lancashire   | Consider further report on becoming a member of a Lancashire Combined Authority | 13-Apr-2016             | Yes              |                                                                                                                                                                                                                                                                        |
|                 |                                     | Take part in a Shadow Combined Authority for Lancashire when established        | 31-Jul-2016             | Yes              | Officer working group arrangements now in place to support the shadow Authority. District CEOs are leading work under 5 themes: Skilled Lancashire, Better Homes; Connected Lancashire; Prosperous Lancashire and Public Services Working Together. West Lancs leading |

Progress as at the end of Q4 (March 2017)

|               |                                                                                   |                                                                                            |                                                                                                                                                                                                                        |    |                                                                                  |
|---------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------------------------------------|
|               |                                                                                   |                                                                                            |                                                                                                                                                                                                                        |    | work on the Prosperous theme with Director of Economic Development at LCC.       |
|               |                                                                                   | Consider a further report on the Parliamentary Order in relation to the Combined Authority | 31-Dec-2016                                                                                                                                                                                                            | No | Start date for the full form of the Combined Authority is still to be confirmed. |
| <b>Status</b> |  | <b>Note</b>                                                                                | Having a Combined Authority in place would enable Lancashire as a whole to have a stronger voice with national Government, assisting the 'Northern Powerhouse' debate. This action is continued into the 2017/18 plan. |    |                                                                                  |







|                 |                                                                                   |                                                                                                         |                                                                                                                                                |                  |                                                                                                                                                                                 |
|-----------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                               |                                                                                                         | <b>Head of Service:</b>                                                                                                                        | John Harrison    |                                                                                                                                                                                 |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                                                                       | <b>Due Date</b>                                                                                                                                | <b>Completed</b> | <b>Milestone Note</b>                                                                                                                                                           |
| Ec7             | Engagement with Liverpool City Region                                             | Renew associate membership of Liverpool LEP                                                             | 30-Apr-2016                                                                                                                                    | Yes              |                                                                                                                                                                                 |
|                 |                                                                                   | Strategic Housing and Employment Land Market Assessment (SHELMA) with Liverpool City Region authorities | 31-Mar-2017                                                                                                                                    | No               | Consultation on draft SHELMA to take place in May/June 2017, with a final SHELMA to be prepared following this by end of September 2017. Due date will be adjusted accordingly. |
| <b>Status</b>   |  | <b>Note</b>                                                                                             | Play an active role as an Associate Member of Liverpool City Region Combined Authority (LCRCA) This action is continued into the 2017/18 plan. |                  |                                                                                                                                                                                 |

|                 |                                                                                     |                                                                                                                                       |                         |                  |                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Development & Regeneration Services                                                 |                                                                                                                                       | <b>Head of Service:</b> | John Harrison    |                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                                                                                     | <b>Due Date</b>         | <b>Completed</b> | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                            |
| Ec8             | Promoting the Borough as a place to be                                              | Cleaning of signage and make environmental improvements at all borough gateway locations (investigation)                              | 30-Jun-2016             | Yes              | Condition Assessment complete. Site investigations undertaken to determine works required. Cleaning is not appropriate, however some environmental improvements have been made and overgrown vegetation has been cleared.                                                                                                                                                        |
|                 |                                                                                     | Skelmersdale brand consultation exercise                                                                                              | 30-Jun-2016             | Yes              | Consultation exercises completed by May. Working with <i>thinkingplace</i> , a specialist marketing company and with key stakeholders including local businesses and other partners.                                                                                                                                                                                             |
|                 |                                                                                     | Cabinet report on development of a new brand/image for Skelmersdale                                                                   | 31-Oct-2016             | Yes              | Cabinet report June 2016 and Members Briefing September 2016. Ambassador programme launched and Place Board formed.                                                                                                                                                                                                                                                              |
|                 |                                                                                     | Market rural visitor attractions and events - Investigate the development of a micro-site as part of the Marketing Lancashire website | 31-Dec-2016             | Yes              | Visit Lancashire is the official tourism website for Lancashire and we have continued to update West Lancashire content throughout 2016/17. A micro-site was investigated, however a dedicated website for Ormskirk and the wider tourism assets of the Borough has been deemed to be the most appropriate and more cost-effective solution which provides us with full control. |
| <b>Status</b>   |  | <b>Note</b>                                                                                                                           |                         |                  |                                                                                                                                                                                                                                                                                                                                                                                  |


Progress as at the end of Q4 (March 2017)

## Ambitious for our Environment


Enhance the built and physical environment, and its cleanliness


| Summary                                       |                                                                                                                   | Progress on 16/17 milestones                                                        |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Action                                        | Key Outcomes                                                                                                      |                                                                                     |
| CCTV Scheme                                   | Help prevent disorder or crime, reduce the fear of crime, improve community confidence and maintain public safety |  |
| Community Safety Partnership Initiatives      | Ensure that West Lancashire remains a safe borough to live, work and visit                                        |  |
| Estates Revival                               | Revitalise and enhance Council estates to maintain a modernised and sustainable housing stock                     |  |
| Housing Programme - Environmental Improvement | Improve the built and natural environment to improve tenant satisfaction with the area in which they live         |  |
| Street Scene Priority Projects                | Create a more responsive service improving the ability to enhance the appearance of the Borough                   |  |
| Street Scene Strategy Development             | Ensure the sustainability of the service to continue to enhance the appearance of the Borough                     |  |

Page 24


| Service: | Leisure & Wellbeing Services                                                        |                                                                                                                                                               |                                                                                                                                                                                                                         | Head of Service: | David Tilleray                                      |
|----------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------|
| Action   | Title                                                                               | Milestones                                                                                                                                                    | Due Date                                                                                                                                                                                                                | Completed        | Milestone Note                                      |
| Env1     | CCTV Scheme                                                                         | Phase 3: Seven cameras operational                                                                                                                            | 30-Nov-2015                                                                                                                                                                                                             | Yes              | Final camera operational by beginning of June 2016. |
|          |                                                                                     | Phase 4: 4 cameras to be installed and brought into operation (Castlehey, Tanfields, Little Digmaor (Skelmersdale) and the Burscough Street area of Ormskirk) | 31-Dec-2016                                                                                                                                                                                                             | Yes              | All operational by the end of August.               |
| Status   |  | Note                                                                                                                                                          | CCTV can directly contribute to the corporate/equality objectives of the Council in relation to addressing the effects of ASB since cameras can help reduce ASB and therefore improve the quality of life of residents. |                  |                                                     |


Progress as at the end of Q4 (March 2017)

|                     |                                                                                   |                                                                               |                                                 |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b>     | Leisure & Wellbeing Services                                                      |                                                                               | <b>Head of Service:</b>                         | David Tilleray   |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Action</b>       | <b>Title</b>                                                                      | <b>Milestones</b>                                                             | <b>Due Date</b>                                 | <b>Completed</b> | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Env2<br><br>Page 25 | Community Safety Partnership Initiatives                                          | Adopt new Community Safety Partnership Plan 2016-19                           | 30-Apr-2016                                     | Yes              |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                     |                                                                                   | Agree plans with multi-agency group for "Freshers Week" initiatives           | 31-May-2016                                     | Yes              |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                     |                                                                                   | Complete evaluation of "Freshers Week" initiatives to inform future plans     | 31-Oct-2016                                     | Yes              |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                     |                                                                                   | Deliver "Freshers Week" (3-week programme)                                    | 31-Oct-2016                                     | Yes              | A comprehensive multi-agency plan covering the first few weeks of the autumn term. Actions include key safety, security and behaviour messages; dedicated police and street pastor patrols; advice in relation to waste, re-cycling and noise; and information around fire safety, sensible drinking and road safety.                                                                                                                                         |
|                     |                                                                                   | Ensure "Brightsparx" campaign takes place                                     | 30-Nov-2016                                     | Yes              | Action plan implemented during October and November. Co-ordinated multi-agency activity including visiting vulnerable people to provide reassurance and advice; taking fireworks from the under aged; removing unauthorised bonfires; promoting events organised by partners; school visits to warn of the dangers of playing with fireworks and the consequences of anti-social behaviour; promoting to fun activities delivered at local community centres. |
|                     |                                                                                   | Complete evaluation of "Brightsparx" to inform future plans                   | 31-Dec-2016                                     | Yes              |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                     |                                                                                   | 5 Community Action and Engagement initiatives to have taken place within year | 31-Mar-2017                                     | Yes              | 12 have taken place                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Status</b>       |  | <b>Note</b>                                                                   | This action is continued into the 2017/18 plan. |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                 |                                                                                     |                                                                                    |                                                                   |                      |                          |
|-----------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------|--------------------------|
| <b>Service:</b> | Housing & Inclusion Services                                                        |                                                                                    | <b>Head of Service:</b>                                           | Jacqui Sinnott-Lacey |                          |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                                  | <b>Due Date</b>                                                   | <b>Completed</b>     | <b>Milestone Note</b>    |
| Env3            | Estates Revival                                                                     | Beechtrees: Produce detailed implementation timetable (inc anticipated start date) | 31-May-2016                                                       | Yes                  |                          |
|                 |                                                                                     | Firbeck: complete build of 42 new properties                                       | 31-Jul-2016                                                       | Yes                  |                          |
|                 |                                                                                     | Firbeck: complete regeneration works to street scene                               | 31-Aug-2016                                                       | Yes                  | Firbeck scheme complete. |
|                 |                                                                                     | Beechtrees: Work with voids and allocation teams to facilitate moves               | 31-Dec-2016                                                       | Yes                  |                          |
| <b>Status</b>   |  | <b>Note</b>                                                                        | The Beechtrees Revival action is continued into the 2017/18 plan. |                      |                          |


Progress as at the end of Q4 (March 2017)

|                 |                                                                                   |                                                                            |                 |                         |                                                                                                                                                                                                                                                                   |
|-----------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Housing & Inclusion Services                                                      |                                                                            |                 | <b>Head of Service:</b> | Jacqui Sinnott-Lacey                                                                                                                                                                                                                                              |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                                          | <b>Due Date</b> | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                             |
| Env4            | Housing Programme - Environmental Improvement                                     | Report to Cabinet for guidance and decision on spend                       | 30-Jun-2016     | Yes                     | Cabinet decision to use budget to commence scheme to provide additional car parking at certain sheltered schemes. In addition, any available funding will be used to remodel communal bin store areas on a priority basis in order to address crime and disorder. |
|                 |                                                                                   | Complete tenant consultation on parking provision at Holly Close, Westhead | 14-Oct-2016     | Yes                     |                                                                                                                                                                                                                                                                   |
|                 |                                                                                   | Planning permission obtained                                               | 31-Dec-2016     | Yes                     | Planning permission granted on 10th February 2017.                                                                                                                                                                                                                |
|                 |                                                                                   | Anticipated project start date                                             | 01-Feb-2017     | No                      | This has been delayed due to LCC section 278 permissions.                                                                                                                                                                                                         |
|                 |                                                                                   | Project completion date                                                    | 31-Mar-2017     | No                      | Dependant on approval from LCC. Estimated 8 weeks from receiving permissions.                                                                                                                                                                                     |
| <b>Status</b>   |  | <b>Note</b>                                                                |                 |                         |                                                                                                                                                                                                                                                                   |

|                 |                                                                                     |                                                                                                                   |                                                 |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Street Scene                                                                        |                                                                                                                   |                                                 | <b>Head of Service:</b> | Heidi McDougall                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                                                                 | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Env5            | Street Scene Priority Projects                                                      | Vehicle in-cab communications: installation and system training                                                   | 30-Jun-2016                                     | No                      | Work to ensure secure integration onto network has been completed. Current residual and green waste rounds have been uploaded onto in-cab system and service supervisors received user training. A software application has been developed by WebaspX to automatically transfer collection round information weekly to each vehicle. Further work will be to implement the recycling material collection round and arrange user training for drivers. |
|                 |                                                                                     | Improve the visual aspect of the Borough: implement improvements and revise/include areas on maintenance schedule | 31-Mar-2017                                     | No                      | Review of both litter and dog waste bins to be undertaken. The task is dependent upon the mapping of the existing bin locations.                                                                                                                                                                                                                                                                                                                      |
| <b>Status</b>   |  | <b>Note</b>                                                                                                       | This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |







Progress as at the end of Q4 (March 2017)




|                 |                                                                                   |                                                      |                                                 |                         |                                                                    |
|-----------------|-----------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------|-------------------------|--------------------------------------------------------------------|
| <b>Service:</b> | Street Scene Services                                                             |                                                      |                                                 | <b>Head of Service:</b> | Heidi McDougall                                                    |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                    | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                              |
| Env6            | Street Scene Strategy Development                                                 | Future agreed service options for 2017/18            | 31-Jul-2016                                     | Yes                     | The policy option for green waste charging was approved by Council |
|                 |                                                                                   | Development of new grounds maintenance specification | 31-Mar-2017                                     | Yes                     | LCC agreement ends June 2016 and this element of work handed back. |
|                 |                                                                                   | Negotiations for support funding post cost sharing   | 31-Mar-2018                                     |                         | Negotiations ongoing.                                              |
| <b>Status</b>   |  | <b>Note</b>                                          | This action is continued into the 2017/18 plan. |                         |                                                                    |


## Ambitious for Health and Wellbeing


Improve the health and wellbeing of local communities


| Summary                                          |                                                                                                         |                                                                                       |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Action                                           | Key Outcomes                                                                                            | Progress on 16/17 milestones                                                          |
| Housing Capital Programme                        | Improve existing council homes and target investment in new housing stock                               |    |
| Sheltered Housing                                | A balanced budget is achieved whilst maintaining a sheltered housing service                            |    |
| Leisure Strategy & Delivery                      | A sustainable, quality service offer that contributes to the wider health and wellbeing agenda          |   |
| Health & Wellbeing Strategy Development          | Align and target resources to deliver improvements in health and/or reduce health inequalities          |  |
| Digital Inclusion Strategy & Delivery            | Increase online access and uptake of digital services across the borough including for Council services |  |
| Tenants' Financial Inclusion Strategy & Delivery | Assist the financially excluded access appropriate financial products and services                      |  |

Progress as at the end of Q4 (March 2017)


|                 |                                                                                     |                                                                                |                                                 |                         |                                                                                                                                                                                                                                                                                                              |
|-----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Housing & Inclusion Services                                                        |                                                                                |                                                 | <b>Head of Service:</b> | Jacqui Sinnott-Lacey                                                                                                                                                                                                                                                                                         |
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                              | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                        |
| HWB1<br>Page 28 | Housing Capital Programme                                                           | Consultation with tenants on budget options                                    | 31-Aug-2016                                     | Yes                     | Council tenants are asked to give their views on housing budget proposals totalling more than £6 million over the next 3 years. Outcome of consultation to go to Council in October 2016.                                                                                                                    |
|                 |                                                                                     | Adaptations of disabled                                                        | 31-Mar-2017                                     | Yes                     | To improve quality of life for residents. Approximately 200 request completed in 2016/2017 at a cost of £589k                                                                                                                                                                                                |
|                 |                                                                                     | Delivery of bathroom, kitchen heating and pre-paint and redecoration contracts | 31-Mar-2017                                     | No                      | Completed in part. Year 4 of the maintenance programme to maintain the condition of the outside of the properties. Pre-Paint programme completed. 227 Bathrooms installed in addition to 490 kitchens. Slipped bathrooms to be completed during 2017/18.                                                     |
|                 |                                                                                     | Energy efficiency measures                                                     | 31-Mar-2017                                     | No                      | Completed in part. To increase thermal efficiency and reduce fuel poverty. Fuel upgrades all complete, cavity wall and loft insulations identified all completed. Heat metering on going.                                                                                                                    |
|                 |                                                                                     | Heating systems                                                                | 31-Mar-2017                                     | Yes                     | Installation of new, more efficient heating systems to reduce fuel poverty. Work complete on sheltered blocks, Crosshall, Hillock Close and Lane, Gorse Close, The Dell, Lambourne, Marlborough, Evenwood Victoria Court, Along with blocks on Lulworth, Flaxton, Carfield, Eskdale, Fairstead and Alderley. |
|                 |                                                                                     | New / Replacements Lifts                                                       | 31-Mar-2017                                     | Yes                     | To improve quality of life for residents. Three Cat 2 Sheltered Housing Schemes have received new/replacement lifts this financial year. Practical completion achieved, in defect liability snagging period.                                                                                                 |
|                 |                                                                                     | PVCu windows                                                                   | 31-Mar-2017                                     | No                      | To increase safety and security for tenants. Work slipped to 2017/18. Tender has been awarded. Delay due to H&S issues with the initially successful tender.                                                                                                                                                 |
| <b>Status</b>   |  | <b>Note</b>                                                                    | This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                              |

| <b>Service:</b> |                                                                                     | Housing & Inclusion Services                                      |                                                 | <b>Head of Service:</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jacqui Sinnott-Lacey |
|-----------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>Action</b>   | <b>Title</b>                                                                        | <b>Milestones</b>                                                 | <b>Due Date</b>                                 | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      |
| WB2<br>Page 29  | Sheltered Housing                                                                   | Consider further decommissioning of Cat 1 schemes                 | 31-Jul-2015                                     | Yes                     | All sheltered Cat 1 flats have been considered as part of the decommissioning process. An assessment of Hall Green Close will be undertaken by consultants and considered as a blue print against other Cat 2 schemes along with asset management data.                                                                                                                                                                                                                                                                |                      |
|                 |                                                                                     | Review out of hours emergency response service                    | 30-Sep-2015                                     | Yes                     | Following split of maintenance/support response to out of hours emergencies has been reviewed. Emergency response is given to building issues with health and safety implications, all personal emergencies are referred to the appropriate emergency services and the tenants next of kin.                                                                                                                                                                                                                            |                      |
|                 |                                                                                     | Report to Cabinet                                                 | 31-Mar-2016                                     | Yes                     | Outlining LCC's withdrawal of all Supporting People (SP) funding for older people's housing related support from April 2017.                                                                                                                                                                                                                                                                                                                                                                                           |                      |
|                 |                                                                                     | Review options for WL service following LCC consultation outcomes | 31-Aug-2016                                     | Yes                     | LCC confirmation letter received September 2016 confirming withdrawal of all SP funding from 31 March 2017. New service option service charges costed.                                                                                                                                                                                                                                                                                                                                                                 |                      |
|                 |                                                                                     | Consultation with sheltered housing tenants on WL options         | 28-Feb-2017                                     | Yes                     | All Tenants have been consulted on the changes to service and the costs relating to the new sheltered housing management charge, through meetings at schemes, letters and personal visits and appointments. Tenants have had the opportunity to e mail and have had a dedicated phone contact in the Tenant Involvement team. The Financial Inclusion team have seen those tenants who requested further support. Sheltered staff have continued as part of their role to explain the changes and address any concerns |                      |
|                 |                                                                                     | Report to Cabinet                                                 | 14-Mar-2017                                     | No                      | Cabinet approved the consultation, therefore a Members update linked to the outcome of the sheltered tenant new service will be provided later in the year.                                                                                                                                                                                                                                                                                                                                                            |                      |
| <b>Status</b>   |  | <b>Note</b>                                                       | This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                      |

|                 |                                                                                   |                                                                  |                                                                                            |                         |                                                                                                                                                                                                                                                 |
|-----------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Leisure & Wellbeing Services                                                      |                                                                  |                                                                                            | <b>Head of Service:</b> | David Tilleray                                                                                                                                                                                                                                  |
| <b>Action</b>   | <b>Title</b>                                                                      | <b>Milestones</b>                                                | <b>Due Date</b>                                                                            | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                           |
| HWB3            | Leisure Strategy & Delivery                                                       | Establish project team for procurement of a partner organisation | 30-Apr-2016                                                                                | Yes                     |                                                                                                                                                                                                                                                 |
|                 |                                                                                   | Provide enhancements/external lift to Chapel Galley              | 31-Jul-2016                                                                                | Yes                     |                                                                                                                                                                                                                                                 |
|                 |                                                                                   | Publish final strategy documents                                 | 31-Jul-2016                                                                                | Yes                     |                                                                                                                                                                                                                                                 |
|                 |                                                                                   | Improve and enhance the GP referral scheme                       | 30-Sep-2016                                                                                | Yes                     | New Active West Lancs Scheme now in place, funding secured for 3 years.                                                                                                                                                                         |
|                 |                                                                                   | Identify options for delivery of new leisure centre provision    | 31-Dec-2016                                                                                | No                      | Initial scoping work undertaken to determine the mix of facilities to be included within a new leisure centre provision, with a view to reducing future subsidy requirements. Consultants engaged to begin financial appraisal and options work |
| <b>Status</b>   |  | <b>Note</b>                                                      | Strategy adopted by Council February 2016. This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                 |


|                 |                              |                                             |                                                                                     |                         |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
|-----------------|------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Leisure & Wellbeing Services |                                             |                                                                                     | <b>Head of Service:</b> | David Tilleray                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                           |
| <b>Action</b>   | <b>Title</b>                 | <b>Milestones</b>                           | <b>Due Date</b>                                                                     | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                           |
| Page 30         | HWB4                         | West Lancashire Health & Wellbeing Strategy | Appoint Health Strategy Manager                                                     | 31-May-2016             | Yes                                                                                                                                                                                           | Commenced in position on 1 September. Due to the delay in the start date for the post holder other target dates and milestones have been amended.                                                                                                                                                                                         |
|                 |                              |                                             | Identify/secure external project funding for health initiatives                     | 31-Oct-2016             | Yes                                                                                                                                                                                           | Edge Hill research project funded and underway. Joint ESIF project with WLBC Housing now approved, details/delivery plan to be established by August 2017. Expression of Interest for joint bid to Sport England Local Pilot made with Sefton MBC and Knowsley MBC. Outcome expected May/June 2017. If successful full bid by April 2018. |
|                 |                              |                                             | Develop Draft Health & Wellbeing Strategy                                           | 31-May-2017             |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
|                 |                              |                                             | Adoption of Health and Wellbeing Strategy                                           | 30-Aug-2017             |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
| <b>Status</b>   |                              |                                             |  | <b>Note</b>             | The Council is a partner in the West Lancashire Health & Wellbeing Partnership and works to lead, support and deliver actions where possible. This action is continued into the 2017/18 plan. |                                                                                                                                                                                                                                                                                                                                           |

Progress as at the end of Q4 (March 2017)

|                 |                                                                                    |                                                                |                                                                                                                                                                                                                                                                                                                        |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------|------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Housing & Inclusion Services                                                       |                                                                |                                                                                                                                                                                                                                                                                                                        | <b>Head of Service:</b> | Jacqui Sinnott-Lacey                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Action</b>   | <b>Title</b>                                                                       | <b>Milestones</b>                                              | <b>Due Date</b>                                                                                                                                                                                                                                                                                                        | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| HWB5            | Digital Inclusion Strategy & Delivery                                              | Define the needs and attitudes of residents and set benchmarks | 31-May-2016                                                                                                                                                                                                                                                                                                            | Yes                     | Citizen survey carried out in Jan/Mar 2016. Results used to inform future work on the strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                 |                                                                                    | Deliver relevant actions from Digital Development Plan         | 31-Mar-2017                                                                                                                                                                                                                                                                                                            | Yes                     | Actions to drive channel migration ongoing. For example, I pads and branded stands have been delivered for Ormskirk and Skelmersdale CSPs, installation is imminent; a housing app allowing tenants access to housing services is in the latter stages of development; and work to improve the accessibility of the Council website is ongoing. For staff development, an e-learning tool was launched for use across the organisation. As part of the introduction of the system (Service-Now) which will replace the customer information management system in Customer Services, the services provided by Customer Services are being reviewed and revised to realise efficiencies. |
|                 |                                                                                    | Participate in Government Digital Service pilot                | 31-Mar-2017                                                                                                                                                                                                                                                                                                            | Yes                     | Ongoing. Framework aims to provide comparable findings and produce evidence about what works to make it easier to share best practice, providing consistent, common robust measures across public and third sectors. Government Digital Services framework used when designing questions for the Citizen & Stakeholder Survey 2016. This will be kept under review for future surveys.                                                                                                                                                                                                                                                                                                 |
| <b>Status</b>   |  | <b>Note</b>                                                    | DI Strategy adopted by Council in September 2015. The Council's digital offer is also being progressed through its Digital by Preference initiative with a joined up, integrated, corporate approach to digitisation across all service areas to deliver efficiencies. This action is continued into the 2017/18 plan. |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                 |                                                  |                                                                                          |                 |                         |                                                                                                                                                                                                                                       |
|-----------------|--------------------------------------------------|------------------------------------------------------------------------------------------|-----------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> | Housing & Inclusion Services                     |                                                                                          |                 | <b>Head of Service:</b> | Jacqui Sinnott-Lacey                                                                                                                                                                                                                  |
| <b>Action</b>   | <b>Title</b>                                     | <b>Milestones</b>                                                                        | <b>Due Date</b> | <b>Completed</b>        | <b>Milestone Note</b>                                                                                                                                                                                                                 |
| HWB6            | Tenants' Financial Inclusion Strategy & Delivery | Provide information regarding free childcare places to tenants, applicants and residents | 30-Jun-2016     | Yes                     | This service is provided by LCC, details of services available are being tweeted by WLBC and posters have been provided to local stakeholders. We are considering putting the government link on our website.                         |
|                 |                                                  | Review arrears procedures                                                                | 30-Jun-2016     | Yes                     | All arrears procedures have been reviewed. All new tenants are now required to pay rent in advance before accepting a tenancy. The DWP notification process for tenants moving onto UC is now received by e mail which supports early |

Progress as at the end of Q4 (March 2017)

|               |                                                                                     |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |                                                                                     |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |     | intervention on arrears recovery.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|               |                                                                                     | Review reasons for tenancy failure and measures to address/prepare for this                                                   | 31-Jul-2016                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes | The Estate Management team prioritise their contact/support with new tenants to take account of individual needs and potential tenancy failure and are working on a traffic light red/amber/green priority system.                                                                                                                                                                                                                                                                                                                                                                               |
|               |                                                                                     | Develop and promote solutions for engagement via a range of channels including SMS/online/apps                                | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes | 587 tenants have signed up to the SMS/E mail service for keeping in contact with the service. The Councils automated payment phone line service will be improved as part of the corporate telephony upgrade. The tenant mobile phone app is programmed to go live in April 2017 this will provide a flexible way for tenants to make contact with the service and make it easier to pay their rent using their phone.                                                                                                                                                                            |
|               |                                                                                     | Explore staff training and development to promote understanding of the specific needs of particular groups eg younger tenants | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes | Staff have been trained on pre tenancy money advice, and can conduct a financial assessment pre tenancy and also at sign up. This then allows the service to understand individual needs and the level of support, money advice and staff visits required for specific groups of tenants to ensure that their tenancy does not fail.                                                                                                                                                                                                                                                             |
|               |                                                                                     | Provide advice and guidance in appropriate locations                                                                          | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes | Money advice sessions are now set up in The Zone, local Community Centres and Children's Centres one hour every other week. Advice sessions are also being considered at West Lanc's College. These will be reviewed to ensure they are well utilised and deliver outcomes                                                                                                                                                                                                                                                                                                                       |
|               |                                                                                     | Support and provide funding for the provision of a credit union offer for WLBC Council tenants                                | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes | Knowsley Credit Union continue to provide loans to West Lanc's residents since launching in the Borough in September 2014. They are advertising the service provided from the Sandy Lane centre and saw increased activity over the Christmas period when they promoted services in the Skelmersdale Concourse. They continue to seek funding and will be requesting support through the Councils Community Revenue Fund. If this is successful it will support a pilot for loans to those residents on Universal Credit, Employment Support Allowance and higher risk and hard to reach groups. |
| <b>Status</b> |  | <b>Note</b>                                                                                                                   | FI Strategy approved by Cabinet in January 2016. The Council have an equality objective in relation to Financial Inclusion. The strategy has regard to some of the most vulnerable in society and equality impacts will be considered throughout this work. A Universal Credit Task Group involving the Council, the local JCP Team and BTLS has been set up to manage implementation within West Lancs. This action is continued into the 2017/18 plan. |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



---

**Article of:** Borough Treasurer

**Relevant Portfolio Holder:** Councillor C. Wynn

**Contact for further information:** Mr J Smith (Ext 5093)  
E-mail: [Jonas.smith@westlancs.gov.uk](mailto:Jonas.smith@westlancs.gov.uk)

---

**SUBJECT: ANNUAL VAT REPORT 2016/2017**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

1.1 To inform Members of developments and performance in relation to Value Added Tax (VAT).

---

## **2.0 BACKGROUND**

2.1 The Accountancy Service has the following objectives for accounting for VAT:

- minimise the Council's VAT liabilities
- raise the profile of VAT within the Authority
- develop and improve VAT processes and procedures.

2.2 One of the means of achieving these objectives is the production of an Annual VAT Report for Members.

## **3.0 ACCOUNTING FOR VAT**

3.1 The Council pays VAT to its suppliers for most of the goods and services it procures. The Council also charges VAT for most goods and services provided to its customers for business reasons. Any VAT paid to suppliers is recovered from Her Majesty's Revenue and Customs (HMRC) and any VAT received on the Council's supplies is paid to HMRC. This is done by the completion of a monthly VAT Return.

3.2 Responsibility for the Council's VAT function is incorporated within the Accountancy team and officers aim to continually minimise the Council's VAT liabilities. This includes ensuring fines, interest, and assessments are minimised and VAT recovery is maximised. To achieve this, every effort is made to ensure that VAT is accounted for correctly throughout the Authority and that all staff are aware of relevant changes in VAT Regulations.

#### **4.0 VAT MANAGEMENT AND PERFORMANCE**

##### **VAT Returns**

4.1 The Council generally expends more on VAT than it collects from its own activities. This is because most of its own activities are not classed as being carried out for business purposes and VAT is, therefore, not applicable. As such, the monthly VAT Returns reclaim the net VAT from HMRC by the Council. During 2016/2017, the Council paid a total of £4,747,016 VAT to suppliers and received a total of £1,070,166 VAT from its own customers. This resulted in a net total of £3,676,850 being reclaimed from Revenue and Customs. The average VAT return for 2016/2017 was £306,404 comprising, £395,585 due from Revenue and Customs and £89,181 due to them. Table 1 shows how these values compare to the previous financial year of 2015/2016:



| <b>Table 1 - VAT Return Comparison: 2016/2017 to 2015/2016</b> |                    |                    |
|----------------------------------------------------------------|--------------------|--------------------|
|                                                                | 2016/2017<br>£'000 | 2015/2016<br>£'000 |
| Total VAT:                                                     |                    |                    |
| Paid to Suppliers                                              | 4,747              | 5,678              |
| Received from our own Customers                                | 1,070              | 1,025              |
| Reclaimed from Customs and Excise                              | 3,677              | 4,653              |
| Average Monthly VAT:                                           |                    |                    |
| Paid to Suppliers                                              | 395                | 473                |
| Received from our own Customers                                | 89                 | 85                 |
| Reclaimed from Customs and Excise                              | 306                | 388                |
|                                                                |                    |                    |

### **VAT Penalties**

- 4.2 If there are mistakes within the VAT return or if something is missed from it the Council is liable to fines, interest charges, and other financial penalties. A voluntary disclosure is declared when errors are above a threshold of £10,000. This limit has been increased by HMRC from £2,000 as from 1 July 2008. To date we have not been required to register a voluntary disclosure as the Council has not breached this threshold. As from 1 April 2009 a new penalty regime has been implemented by HMRC, which could have an impact on the Council due to the way that fines, interest charges and other penalties are to be calculated, as this could result in a greater percentage of fine being levied to the Council. However, currently this new regime has had no impact on the Council, which is due to no fines etc being imposed.

### **De Minimis Calculation (Partial Exemption)**

- 4.3 Exempt activities for VAT purposes are defined in the VAT Act 1994 and cover 15 categories. Local Authorities can only reclaim VAT paid to their suppliers for its exempt activities providing that this is less than 5% of the total VAT paid to suppliers, for 2016/17 this equated to £237,350. If this threshold is exceeded, the Council may be liable to pay the full value of its exempt VAT to Revenue and Customs, i.e. £237,350.
- 4.4 The Vat team monitor exempt expenditure throughout the year to ensure that the Council does not exceed the 5% limit. In recent years the percentage has not been greater than 2% however for 2016/17 the threshold of 5% will be breached.
- 4.5 The reason for the breach is the construction of the Green Wood Business Centre at Gorsey Place and the reconstruction of fire damaged commercial units also at Gorsey Place. Both of these projects give rise to exempt activity meaning the amount of irrecoverable input VAT associated will be in the region of £428,000. This level of exempt input VAT will cause the breach of the threshold.

- 4.6 HMRC was informed in writing of the expected breach and a request that they waive the breach made. HMRC may consider a breach of the 5% limit as occasional depending on the circumstances and reason for the breach. Confirmation of acceptance to waive the breach was received from HMRC in a letter dated 11<sup>th</sup> March 2016. Both letters are attached under Appendix A at the end of the report.

### **VAT Manual and Training**

- 4.7 The Council has a VAT manual, which is available on the Council's intranet and is updated periodically. Details on vat issues are also included in the Finance Budget Manual which is published on the Intranet.

### **Overall Performance**

- 4.8 Management of the VAT function within the Authority is a well established process. For 2016/17 the monthly vat return to HMRC was always completed on time. HMRC inspections in previous years have been undertaken with the result that the Council's processes and procedures have been given a clean bill of health. The Authority is part of a Lancashire wide Council networking group whereby VAT topics and issues of a common interest can be raised. This promotes good practice across the Councils and the latest VAT topics are discussed in order to maximise performance.

## **5.0 RECENT VAT DEVELOPMENTS**

- 5.1 The Vat Team continually monitor developments in the sector in order to identify any implications for the Council.

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

- 6.1 There are no significant sustainability impacts or Community Strategy implications associated with this Update.

## **7.0 RISK ASSESSMENT**

- 7.1 The formal reporting of performance on VAT is part of the overall management and control framework that is designed to minimise the financial risks facing the Council.

## **8.0 SUMMARY**

8.1 Value Added Tax is a technical and complex area and mistakes can be costly to the Council. The Accountancy team strive to ensure that the Council's VAT liabilities are minimised and VAT recovery is maximised by developing and improving VAT processes and procedures.

---

---

### **Background Documents:**

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

### **Equality Impact Assessment**

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

### **Appendices:**

- A. Partial exemption breach letter and HMRC response.



6<sup>th</sup> November 2015  
Partial Exemption

M Kostrzewski

01695 585374  
5374

**Re: PARTIAL EXEMPT VAT – ANTICIPATED BREACH**

Dear Sir/Madam,

I am writing to inform you of the Council's capital build plans for some commercial units and the resultant partial exempt vat implications.

The Council suffered a fire in two of its commercial units and is looking to replace them as part of an Insurance claim. The cost of the replacement will be some c £440k and this is scheduled to take place majorly in the 2015/16 financial year. Also, the Council agreed to build 11 new commercial units costing c £1.7m, once again, the major part of this work is scheduled to take place in financial year 2015/16 however for both capital schemes some work will also take place in 2016/17. Both capital schemes are taking place on land that has not been opted to tax. As such, we have been undertaking some Vat modelling to gauge the impacts on the Council's partial exempt Vat position over a 7 year period, as stipulated by HMRC regulation. The years and estimated percentage rates are detailed below with the forecast partial exempt vat rates emboldened and highlighted.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16      | 2016/17      | 2017/18      |
|---------|---------|---------|---------|--------------|--------------|--------------|
| 1.28%   | 1.13%   | 1.86%   | 1.19%   | <b>6.16%</b> | <b>3.49%</b> | <b>1.36%</b> |

NOTE: Seven year average 2.35%

As can be demonstrated from the above there is an anticipated breach in 2015/16 however the partial exempt vat percentage has been appreciably under the threshold of 5% in previous years. Also, that what I have detailed with regards the capital schemes is an occasional event with the result being that the 7 year percentage is also appreciably below the threshold.

I would appreciate you confirming by letter that you concur that the breach in the threshold is an occasional event and passes the 7 year average threshold indicator. Hence, there are no partial exempt vat implications that this Council could be liable for in the situations that I have detailed herein.

Regards,

**Michael G Kostrzewski**  
**Deputy Borough Treasurer**



HM Revenue  
& Customs

West Lancashire District Council  
52 Derby Street  
ORMSKIRK  
L39 2DF

**Wealthy Midsized Business Compliance  
Public Bodies Enquiries**  
S0927  
NEWCASTLE  
NE98 1ZZ

000578

**Phone** 03000522768**Fax** 03000 522805**Email** customercoordinator.pbg@  
hmrc.gsi.gov.uk

**Date** 11 March 2016  
**Our ref** WMBC/APEC/S0927/DL1900/AS  
**Your ref**  
**VAT number** 165 6324 58

**Web** www.gov.uk

Dear Mr Michael Kostrzewski

I refer to your letter of 21 January regarding Partial Exemption Calculations.

I can confirm that the waiver for breach of 5% de-minimis limit has been accepted.

Therefore, where your exempt input tax is insignificant you can treat it as if it were taxable input tax and recover it in full if its total value is less than a prescribed amount.

For more information I refer you to Notice 706: Partial Exemption, in particular section 11, the de minimis rule. Notice can be found on our website at <https://www.gov.uk/government/publications/vat-notice-706-partial-exemption/vat-notice-706-partial-exemption#the-de-minimis-rule>

If you have any queries please do not hesitate to contact HMRC.

Yours sincerely

**Mrs Amanda Symons**  
Higher Officer

To find out what you can expect from us and what we expect from you go to [www.gov.uk/hmrc/your-charter](http://www.gov.uk/hmrc/your-charter) and have a look at 'Your Charter'.

477500057800010001









---

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

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

---

**SUBJECT: EXEMPTION FROM CONTRACT PROCEDURE RULES – BUSINESS RATES REVIEW**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF ARTICLE**

1.1 To advise Members of a recent exemption from Contracts Procedure Rules.

---

---

## **2.0 BACKGROUND**

2.1 The Council has in place robust rules and procedures, reflecting national and European regulations in relation to the procurement of goods and services.

2.2 However, there are certain occasions where, with appropriate reasons, officers can be approved to procure goods or services in a different way. The Chief Executive recently signed an exemption from the Contracts Procedure Rules in relation to engaging Inform CPI Ltd to carry out a Business Rates Review exercise on behalf of the Council.

## **3.0 CURRENT POSITION**

3.1 The exemption relates to Contracts Procedure Rule 6 "...where the estimated value or amount of a proposed contract will exceed £10,000 but will not exceed £50,000 the appropriate senior officer shall obtain not less than three written quotations...".

3.2 The value of the contract is only indicative at this stage but we are assuming that its value may reach the value of £10,000 and above. If the exercise is successful it is likely that it will be repeated at a later date using the same supplier. This would therefore take the value over the £10K threshold.

- 3.3 Three written quotations were sought, but only two costed options were received. The timescales and importance for the increase in income meant that requesting a fourth quote was not practicable.
- 3.4 It was not practicable to approach Cabinet to request an exemption to the above Contracts Procedure Rule because the next meeting of Cabinet where papers could be submitted in time was scheduled for June 2017. This was too long a delay in the work commencing given the financial pressures that the Council is facing as it is important to maximise revenue as soon as possible.

#### **4.0 ISSUES**

- 4.1 Quotes were sought from three providers and the two costed options received were similar. However, having spoken to both parties the preferred supplier was Inform CPI Ltd. BTLS are comfortable with the engagement of this supplier and happy to support a fully-managed service. The contract will be for an initial 12 month period.
- 4.2 The service provided by Inform CPI Ltd will identify properties that are missing from the rating list or need to be re-assessed. The service then provides the Council with the relevant comprehensive property reports as evidence to enable a reassessment submission to the Valuation Office Agency.
- 4.3 The value of any increase in rateable value included on the rating list is reliant upon the type and number of any changes identified. For the Council to benefit, this increase in liability will then need to be collected. Currently West Lancs BC is able to retain 40% of the additional business rates income that it collects. As a detailed review hasn't been undertaken for many years there may be a high number of changes to apply. The work is good preparation for the Government's commitment to allow local government to retain 100% of business rates raised locally by 2020.

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

- 5.1 There are no significant sustainability impacts associated with this article. The work may reduce fraud but this cannot be known at the outset. The article has no significant links with the Sustainable Community Strategy.

#### **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 6.1 The service is fully managed and should therefore have minimal impact on officer time and resource. The exercise is anticipated to result in net income for the Council. There are some financial resource implications arising from this article however these are met from existing resources.

#### **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 article.

### **Background Documents**

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

### **Equality Impact Assessment**

This article is for information only and 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

