



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

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Tuesday, 11 July 2017

**TO: THE MAYOR AND COUNCILLORS**

Dear Councillor,

You are summoned to a meeting of the **COUNCIL** to be held in the **COUNCIL CHAMBER, 52 DERBY STREET, ORMSKIRK L39 2DF** on **WEDNESDAY, 19 JULY 2017** at **7.30 PM** at which your attendance is requested.

Yours faithfully

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

Kim Webber  
Chief Executive

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

**PAGE(S)**

**1. PRAYERS**

**2. APOLOGIES**

**3. DECLARATIONS OF INTEREST**

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

31 - 32

- 4. MINUTES**  
To receive as a correct record the minutes of the previous meetings held on:
- a) Wednesday, 17 May 2017 (Annual) 33 - 38
- b) Wednesday, 26 April 2017 39 - 44
- c) Wednesday, 28 June 2017 (Extraordinary) 45 - 46
- 5. ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF EXECUTIVE**
- 6. TO ANSWER ANY QUESTIONS UNDER THE PROVISIONS OF COUNCIL PROCEDURE RULE 10.2**
- 7. MINUTES OF COMMITTEES**  
To receive the minutes of the following meetings, to confirm, if appropriate, such of the minutes as require confirmation and to pass such resolutions as the Council may deem necessary:
- a) Planning Committee - Thursday, 18 May 2017 47 - 50
- b) Licensing & Appeals Committee - Tuesday, 6 June 2017 51 - 54
- c) Planning Committee - Thursday, 22 June 2017 55 - 58
- d) Audit & Governance Committee - Tuesday, 27 June 2017 59 - 62
- 8. BOROUGH COUNCIL BY-ELECTIONS 2017**  
To consider the report of Borough Solicitor. 63 - 68
- 9. REVIEW OF POLITICAL BALANCE 2017/18**  
To consider the report of the Borough Solicitor. 69 - 72
- 10. POLICY OPTIONS 2018-2021**  
To consider the report of the Chief Executive. 73 - 134
- 11. TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR PERFORMANCE 2016-17**  
To consider the report of the Borough Treasurer. 135 - 142
- 12. HRA REVENUE AND CAPITAL OUTTURN**  
To consider the joint report of the Director of Housing and Inclusion and the Borough Treasurer. 143 - 150
- 13. COUNCIL PLAN ANNUAL REPORT 2016/17**  
To consider the report of the Borough Transformation Manager and Deputy Director of Housing and Inclusion Services. 151 - 178

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| 14. | <b>APPRENTICESHIP POLICY STATEMENT AND UPDATE ON THE HUMAN RESOURCES STRATEGY AND WORKFORCE PLAN</b><br>To consider the report of the Borough Treasurer.  | 179 - 190 |
| 15. | <b>HEALTH AND SAFETY STRATEGIC PLAN 2017-2020</b><br>To consider the report of the Director of Leisure and Wellbeing.   | 191 - 206 |
| 16. | <b>PROCEDURE FOR THE PUBLIC AND APPLICANTS WHO WISH TO SPEAK AT THE PLANNING COMMITTEE ON PLANNING APPLICATIONS THAT MIGHT AFFECT THEM</b><br>To consider the report of the Borough Solicitor.  | 207 - 216 |
| 17. | <b>ELECTRONIC RECORDS STORAGE AND MANAGEMENT</b><br>To consider the report of the Borough Solicitor.  | 217 - 220 |
| 18. | <b>MOTIONS</b><br>To consider the following Motions included on the agenda at the request of the Members indicated:   |           |
| a)  | <p><b>Car Parking Charge Concessions - Motion Included on the Agenda by Councillor Owens on behalf of the Our West Lancashire Group</b></p> <p>That this council notes that a number of northwest councils have introduced car parking charge concessions in recent years. Oldham Council offers three hours free parking on Saturdays with a reported increase in usage of 22%. Rochdale offers three hours free parking on some of its car parks every day. In Bolton, free weekend car parking resulted in the number of visits increasing from 85,000 to 205,000 while Chorley Council has introduced 3 hours free parking on all long stay car parks in May this year.</p> <p>That this Council further notes that the Labour group, prior to forming the administration in 2015, heavily promoted the introduction of a 'Free after Three' car parking concession in Ormskirk Town Centre and that since that time Ormskirk Town Centre is facing increased competition from the free to park retail centre at Pippin Street in Burscough.</p> <p>That this Council resolves to:</p> <ul style="list-style-type: none"> <li>• consult widely with the town's retailers – both national chains and independents - on the introduction of a pilot car parking concession scheme to run for a 12 month period from 1 September 2017 to reduce the cost of car parking for shoppers and visitors to Ormskirk Town Centre and to give delegated authority to the Director of Development and Regeneration, in consultation with the relevant Portfolio Holder, to agree the terms of the pilot scheme and implement that scheme (being authorised to take all necessary steps to do so) following this consultation</li> </ul> |           |

- utilise up to £80,000 from the General Revenue Account surplus for 2016/17 to fund the agreed pilot car parking concession scheme
- monitor the impact of the pilot car parking concession scheme through car park ticket issue and data from the council's footfall monitors
- provide a report to the meeting of Full Council in July 2018 on the results of the pilot car parking concession scheme to that date with resulting recommendations

**b) Grounds Maintenance - Motion Included on the Agenda by Councillor Owens on behalf of the Our West Lancashire Group**

That this council is dissatisfied with the current standards of grounds maintenance being achieved in the Borough, especially in relation to grass cutting; weed control and the upkeep of prestige areas such as entrance roundabouts.

That this council notes the difficult financial position faced by both the Borough and County councils and further notes the loss of efficiency when the county council grounds maintenance was no longer carried out by the Borough council. However, the council is of the view that grounds maintenance is a core service and that any changes to previously agreed service levels within Borough Council responsibility must be formally agreed by council members and meet a higher standard than that currently being delivered.

Therefore, this council instructs its officers, in consultation with the relevant portfolio holders, to:

- a) Specify in writing and in sufficient detail the current grounds maintenance service being delivered in areas of Borough council responsibility and report this to all members of this council via a Members' Update explaining why, if it be the case, that this is at variance from the 2007-2012 contract
- b) Commence discussions with the County Council to improve coordination between the Borough and County grounds maintenance works and to explore the future re-integration of the council grounds maintenance work in West Lancashire under one organisation
- c) Provide a range of options to the political groups at the time of budget setting in February 2018 for future delivery of grounds maintenance services, taking account of the position in regard to the exercise at (b), as appropriate



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

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

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

For further information, please contact:-

Jacky Denning on 01695 585384

Or email [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk)

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

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

**IF YOU DISCOVER A FIRE**

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

**ON HEARING THE FIRE ALARM**

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

**NOTES:**

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

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

**CHECKLIST FOR PERSON IN CHARGE**

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

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

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

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

**NOTE:**

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

**CHECKLIST FOR ZONE WARDEN**

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

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

**INSTRUCTIONS FOR DOOR WARDENS**

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





	This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*"body in which the relevant person has a beneficial interest" means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest; "director" includes a member of the committee of management of an industrial and provident society;*

*"land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income; "M" means a member of a relevant authority;*

*"member" includes a co-opted member; "relevant authority" means the authority of which M is a member;*

*"relevant period" means the period of 12 months ending with the day on which M gives notice to the Monitoring Officer of a DPI;*

*"relevant person" means M or M's spouse or civil partner, a person with whom M is living as husband or wife or a person with whom M is living as if they were civil partners;*

*"securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.*

**'non pecuniary interest'** means interests falling within the following descriptions:

- 10.1(1)(i) Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) Any body (a) exercising functions of a public nature; (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
- (iii) Any easement, servitude, interest or right in or over land which does not carry with it a right for you (alone or jointly with another) to occupy the land or to receive income.
- 10.2(2) A decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a connected person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision.

**'a connected person'** means

- (a) a member of your family or any person with whom you have a close association, or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph 10.1(1)(i) or (ii).

**'body exercising functions of a public nature'** means

Regional and local development agencies, other government agencies, other Councils, public health bodies, council-owned companies exercising public functions, arms length management organisations carrying out housing functions on behalf of your authority, school governing bodies.

A Member with a personal interest who has made an executive decision in relation to that matter must ensure any written statement of that decision records the existence and nature of that interest.

**NB** Section 21(13) of the LGA 2000 overrides any Code provisions to oblige an executive member to attend an overview and scrutiny meeting to answer questions.

# Agenda Item 4a

## COUNCIL

**HELD: Wednesday, 17 May 2017**

Start: 7.30 pm

Finish: 8.45 pm

## PRESENT:

### Councillors:

L Savage (Mayor)

T Aldridge

M Barron

Mrs M Blake

J Cairns

P Cotterill

J Davis

T Devine

C Evans

Y Gagen

N Hennessy

J Kay

F McKenna

Mrs J Marshall

M Mills

M Nixon

A Owens

R Pendleton

A Pritchard

D West

Mrs M Westley

K Wilkie

C Wynn

N Furey (Deputy Mayor)

I Ashcroft

Mrs P Baybutt

J Bullock

C Cooper

S Currie

N Delaney

G Dowling

D Evans

J Gordon

P Hudson

D McKay

C Marshall

J Mee

I Moran

G Owen

J Patterson

E Pope

N Pryce-Roberts

D Westley

D Whittington

K Wright

A Yates

### Officers:

Kim Webber, Chief Executive

Dave Tilleray, Director of Leisure and Wellbeing

Jacqui Sinnott-Lacey, Director of Housing and Inclusion

Shaun Walsh, Borough Transformation Manager & Deputy Director of Housing and Inclusion

Terry Broderick, Borough Solicitor

Ann England, Civic PA

Jill Ryan, Member Services/Civic Support Officer

## 1 PRAYERS

The Mayor's Chaplain for the evening, Father Godric Timney, led Members and officers in prayer.

## 2 APOLOGIES

Apologies for absence were received on behalf of Councillors Blane, G Hodson, J Hodson, Ms Melling, Moon and O'Toole.

The Mayor took the opportunity of thanking Council Members and staff, friends and family for their part in making her year of office so enjoyable and wished the incoming Mayor a successful year of office.

(Note: During this item the Mayor presented the Mayor's Consort, Councillor Delaney, with his past Consort's engraved Shield.)

**3 A. ELECTION OF MAYOR FOR ENSUING YEAR B. APPOINTMENT OF DEPUTY MAYOR FOR THE ENSUING YEAR**

The Mayor invited nominations for the office of Mayor for the ensuing Municipal year.

Councillor Moran moved the following Motion, which was seconded:  
"That Councillor Neil Furey be elected Mayor for the ensuing Municipal Year."

A vote was taken, the Motion was CARRIED.

**RESOLVED:** That Councillor Neil Furey be elected as Mayor for the ensuing Municipal Year.

(Note:

1. Councillor Furey signified his acceptance of the Office and after he had been dressed in the Mayor's robes and invested in the Mayor's Chain and Badge of Office, he made the statutory Declaration of Acceptance of Office, following which he assumed the Chair. The Mayor, Councillor Furey, expressed his thanks to the proposer, Councillor Moran, and seconder, Councillor Gagen, and to the Council for the honour conferred upon him in electing him as Mayor, before presenting Councillor Savage, the retiring Mayor, with her Past Mayor's engraved Shield.
2. During this item, the Mayor, Councillor Furey, presented the Mayoress, Mrs Julie Furey, with the Mayoress' Chain and Badge.)

The Mayor invited nomination for the appointment of Deputy Mayor.

Councillor Moran moved the following Motion, which was seconded:  
"That Councillor Noel Delaney be appointed Deputy Mayor for the ensuing Municipal Year."

A vote was taken, the Motion was CARRIED.

**RESOLVED:** That Councillor Delaney be appointed Deputy Mayor for the ensuing Municipal Year.

(Note:

1. Councillor Delaney signified his acceptance of Office and after he had been invested with the Deputy Mayor's Chain and Badge of Office, he made the statutory Declaration of Acceptance of Office and assumed the Deputy Mayor's Chair. The Deputy Mayor then thanked the Council for the honour of allowing him to serve as Deputy Mayor.
2. During this item the Mayor presented the Deputy Mayoress, Mrs Ann Stubert, with the Deputy Mayoress' Chain and Badge.)



**4 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5 ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF EXECUTIVE**

The Mayor announced the following:

1. That an Extraordinary meeting of the Council would be held on Wednesday, 28 June 2017 at 7.30pm, the purpose of which being to seek approval to confer the title of Honorary Freeman, to Mr Carl Eaton, founder of Skem Menaces, in recognition of the eminent service he has rendered to the community and the Borough of West Lancashire.
2. That his Chaplain for the year would be Father Michael Thompson of St Richard's Church in Skelmersdale.
3. That Civic Sunday would be held on Sunday, 3 September 2017.
4. That this year's fundraising would help the 42<sup>nd</sup> Ormskirk (Skelmersdale St Paul's) Scouts, The Sewing Rooms, Skelmersdale and Evermoor HUB, Skelmersdale.
5. That an 'Alternative Ascot Day' Charity event would be held at Lancashire Manor on the afternoon of 22 June 2017.
6. That the Mayor's Charity Ball would be held at Lancashire Manor on 6 April 2018.

**6 ELECTION OF THE LEADER, THE LEADER'S APPOINTMENT OF THE DEPUTY LEADER AND CABINET, 'PROPER OFFICER PROVISIONS AND SCHEMES OF DELEGATION**

Consideration was given to the report of the Borough Solicitor, as contained on pages 5 to 8 of the Book of Reports, which sought to elect the Leader of the council until the Annual Meeting in 2018, receive notification of the Leader's appointment of a Deputy Leader for the same term and Cabinet for the Municipal Year 2017/18 and to confirm the 'Proper Officer Provisions and Schemes of Delegation'.

- RESOLVED:
- A. That Councillor Ian Moran be elected as the Leader of the Council for a term of office expiring on the date of the Annual Meeting in 2018.
  - B. That the Member appointed by the Leader as Deputy Leader for the same term of office, and the Members appointed by the Leader as Members of the Cabinet for 2017/18, with the Portfolios identified by the Leader, be noted as follows:
    - Councillor Gagen – Deputy Leader, Leisure and Human Resources

- Councillor Wright – Health and Community Safety
- Councillor J Hodson – Planning
- Councillor Patterson – Housing and Landlord Services
- Councillor Wilkie – Street Scene
- Councillor Wynn – Finance
- Councillor Cooper – Communities and Older People

- C. That the 'Proper Officer Provisions and Scheme of Delegation to Chief Officers', insofar as they are Council functions be confirmed and insofar as they are Cabinet functions it be noted that the Leader has delegated these to the officers stated therein.
- D. That the Leader's Scheme of Delegation to Cabinet members, as updated to reflect the Portfolios/Portfolio Holders now appointed, be noted.

**7 TO NOTE THE APPOINTMENT OF THE LEADER AND DEPUTY LEADER OF THE OPPOSITION GROUP AND SHADOW CABINET**

The Council noted that Councillor D Westley had been appointed Leader of the Conservative Group and that Councillor Ashcroft was the Deputy Leader of the Group.

Details of the Shadow Cabinet and Spokesmen were circulated at the meeting, a copy of which is contained in the Book of Reports.

(Note: The meeting was adjourned for 20 minutes to confirm the political balance figures.)

**8 APPOINTMENT OF COMMITTEES ETC. 2017/18**

Consideration was given to the report of the Borough Solicitor, as contained on pages 9 to 10 of the Book of Reports and the Appendix circulated at the meeting, which set out the appointment of Committees etc. and their terms of reference and allocation of seats thereon to the political groups for the Municipal Year 2017/18.

**RESOLVED:** A. That, for the period ending with the next Annual Meeting of the Council, or such lesser period should the political balance or allocation to political groups change during the year requiring a review under the provisions of the Local Government and Housing Act 1989, the Committees, Sub-Committees etc be appointed as detailed in the attached Appendix 1 circulated at the meeting and that the allocation of seats to the political groups be as indicated.

- B. That the representatives of the political groups on the Committees etc now appointed shall be as indicated on Appendix 1 circulated at the meeting and the appointment of the Independent Person and Reserve Independent Person on the Standards Committee, be as detailed in the appendix now circulated.
- C. That the terms of reference for the Committees etc now appointed be agreed as set out in the Constitution.
- D. That it be noted that the Leader has appointed Cabinet Working Groups as indicated on Appendix 1 circulated, with the terms of reference included in the Constitution.

**9 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN OF COMMITTEES**

Consideration was given to the appointment of Chairmen and Vice-Chairmen of Committees for the ensuing year. Members noted that details of nominations had been incorporated in Appendix 1 circulated at the meeting.

**RESOLVED:** That Chairmen and Vice-Chairman of Committees for 2017/18 be appointed as indicated in Appendix 1 circulated at the meeting.

.....  
**THE MAYOR**



# Agenda Item 4b

## COUNCIL

**HELD: Wednesday, 26 April 2017**

Start: 7.30pm

Finish: 8.35pm

## PRESENT:

Councillors:	L Savage (Mayor)	N Furey (Deputy Mayor)
	T Aldridge	I Ashcroft
	M Barron	Mrs P Baybutt
	Mrs M Blake	T Blane
	J Bullock	J Cairns
	C Cooper	P Cotterill
	S Currie	J Davis
	N Delaney	T Devine
	G Dowling	C Evans
	D Evans	Y Gagen
	J Gordon	P Greenall
	N Hennessy	G Hodson
	J Hodson	J Kay
	D McKay	C Marshall
	Mrs J Marshall	J Mee
	R Melling	M Mills
	P Moon	M Nixon
	D O'Toole	G Owen
	A Owens	J Patterson
	R Pendleton	A Pritchard
	D West	D Westley
	Mrs M Westley	D Whittington
	K Wilkie	K Wright
	C Wynn	A Yates

Officers:	Kim Webber, Chief Executive
	Dave Tilleray, Director of Leisure and Wellbeing
	Jacqui Sinnott-Lacey, Director of Housing and Inclusion
	John Harrison, Director of Development and Regeneration
	Heidi McDougall, Director of Street Scene
	Marc Taylor, Borough Treasurer
	Shaun Walsh, Borough Transformation Manager & Deputy Director of Housing and Inclusion
	Terry Broderick, Borough Solicitor
	Jacky Denning, Assistant Member Services Manager

## 98 PRAYERS

The Mayor's Chaplain for the evening, Father Godric Timney, led Members and officers in prayer.

## 99 APOLOGIES

Apologies for absence were received on behalf of Councillors Hudson, Moran and Pryce-Roberts.

**100 DECLARATIONS OF INTEREST**

The following declarations were received:

1. Councillors Aldridge, Barron, Hennessy, O'Toole and Westley declared a non pecuniary interest in relation to agenda item 8 'Council Plan 2017/18' and Item 9(b) 'Drainage and Flooding Cabinet Working Group – Motion', as Members of Lancashire County Council (LCC), as did Councillors Gagen and McKay as employees of LCC.
2. Councillors Ashcroft, Barron, Mrs Blake, Blane, Gordon, Kay, Mrs Marshall, Mee, Pope and Whittington declared a non pecuniary interest in relation to agenda item 8 'Council Plan 2017/8' as Members of a Parish Council.

**101 MINUTES**

**RESOLVED:** That the minutes of the meeting held on Wednesday, 22 February 2017, be approved as a correct record and signed by the Mayor.

**102 ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF EXECUTIVE**

There were no items under this heading, however a Petition: No 'Search and Fine' Cameras on Council Run Car Parks, was submitted by Councillor Owens.

**103 TO ANSWER ANY QUESTIONS UNDER THE PROVISIONS OF COUNCIL PROCEDURE RULE 10.2**

The following question was received and the response detailed below was circulated at the meeting:

**Question from Councillor Greenall**

*"Charges for the collection of green waste start in June. Households have recently been advised that those not wishing to pay this charge, can keep their green bin as they or a future householder, may wish to pay for this service in future. However, this advice ignores the fact that many residents have already decided not to pay this extra charge and do not wish to retain their green bin.*

*Can the Leader therefore please advise those households who have no intention of paying this extra charge, how best they can dispose of their green bin?"*

**Response:**

The reason behind asking residents to keep hold of the bin is two-fold. Firstly, the bin should stay with the property, for example if the property is sold to enable any future residents to take part in the service without the additional cost of purchasing a container. Secondly, the service is being introduced part way through the growing season and whilst some residents may not take up the service at the start of the

season they may change their minds as the season progresses. If a resident disposes of their container now and wants to sign up to the service in the future they not only have to pay the subscription charge (£30) but also have to pay for the cost of the bin (£23).

This advice is being given to help residents who decide not to take up the service initially to ensure, that they can adapt to disposing of their garden waste in an alternative way. When residents have found an alternative method that works for them and they are certain that they no longer need the bin the council will be happy to make arrangements collect it and where possible return it to stock for future use. To do this they should contact the Customer Services Advisors.

Experience from neighbouring authorities who have also introduced charges is that very few bins are returned.

104 **MINUTES OF COMMITTEES**

Consideration was given to the minutes of the undermentioned meetings of the Committees shown.

RESOLVED That the minutes of the undermentioned meetings and any recommendations contained in them, be approved:

- A. Planning Committee held on Thursday, 9 February, 9 March and 13 April 2017.
- B. Standards Committee held on Tuesday, 21 March 2017.
- C. Audit and Governance Committee held on Tuesday, 28 March 2017.
- D. Licensing and Appeals Committee held on Tuesday, 4 April 2017.

105 **COUNCIL PLAN 2017-18**

Consideration was given to the report of the Chief Executive, as contained on pages 895 to 922 of the Book of Reports, which sought approval for the "Council Plan 2017-18".

RESOLVED: That the "Council Plan 2017-18", attached at Appendix A to the report, be adopted.

106 **MOTIONS**

The following Motions were considered at the request of the Members indicated:

107 **PROTECTION OF WORKERS' RIGHTS - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR PRITCHARD ON BEHALF OF THE LABOUR GROUP**

The following Motion was moved and seconded:

"That Council notes the intention of the government, set out in the Great Repeal Bill White Paper published March 30th 2017, to afford itself wide-ranging powers to use secondary legislation to "adapt converted EU law to fit the UK's post-exit circumstances." (para 3.13).

That, notwithstanding acceptance within the White Paper that "the purpose of the Great Repeal Bill and the secondary legislation is to convert EU law into UK law." (para 3.10), rather than to amend substance, Council is concerned that such a purpose may not hold true unless specific assurances are provided that secondary legislation (or so-called Henry VIII clauses) will not be misused;

That, in particular, Council wishes to seek assurance on behalf of the people of West Lancashire, that such secondary legislation will not be used, in a way which bypasses proper parliamentary scrutiny, to weaken the protections and rights for workers which are now embedded in EU law, but which in many cases reflect earlier successes by the trade union movement in establishing these rights and protections;

That, accordingly, the Chief Executive be instructed to write to the Secretary of State for Exiting the European Union and the Attorney General, seeking assurance from them that the forthcoming legislation will specifically exclude from the provisions enabling secondary legislation any power to change converted EU-law applying to workers' rights and protections through such secondary legislation;

Further, that the Chief Executive be instructed to write to other councils in Lancashire and the Liverpool City Region, inviting them to seek similar assurance on behalf of their citizens."

- RESOLVED: A. That Council notes the intention of the government, set out in the Great Repeal Bill White Paper published March 30th 2017, to afford itself wide-ranging powers to use secondary legislation to "adapt converted EU law to fit the UK's post-exit circumstances." (para 3.13).
- B. That, notwithstanding acceptance within the White Paper that "the purpose of the Great Repeal Bill and the secondary legislation is to convert EU law into UK law." (para 3.10), rather than to amend substance, Council is concerned that such a purpose may not hold true unless specific assurances are provided that secondary legislation (or so-called Henry VIII clauses) will not be misused.
- C. That, in particular, Council wishes to seek assurance on behalf of the people of West Lancashire, that such secondary legislation will not be used, in a way which bypasses proper parliamentary scrutiny, to weaken the protections and rights for workers which are now embedded in EU law, but which in many cases reflect



earlier successes by the trade union movement in establishing these rights and protections;

- D. That, accordingly, the Chief Executive be instructed to write to the Secretary of State for Exiting the European Union and the Attorney General, seeking assurance from them that the forthcoming legislation will specifically exclude from the provisions enabling secondary legislation any power to change converted EU-law applying to workers' rights and protections through such secondary legislation;
- E. Further, that the Chief Executive be instructed to write to other councils in Lancashire and the Liverpool City Region, inviting them to seek similar assurance on behalf of their citizens.

108 **DRAINAGE AND FLOODING CABINET WORKING GROUP - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR C MARSHALL**

The following Motion was moved and seconded:

"That following the receipt of representation from Seema Kennedy, MP for South Ribble and developments since the Environment Agency's Alt Crossens Consultation, given the ongoing issues regarding the maintenance of main watercourses for the effective drainage of the area, alongside the Environment Agency's recent extension of the Notice period served on various satellite pumps, together with problems with surface water drainage and the widespread implications for residents and businesses in West Lancashire, this Council resolves the following:

- A. That a Drainage and Flooding Cabinet Working Group be established to be formed of 3 Labour Members and 2 Conservative Members, with a Chairman and Vice-Chairman, as now nominated by the Leader of the Council with the following Terms of Reference:
  - 1. To investigate the issue of the maintenance of main watercourses and explore possible solutions; to explore possible options for the satellite pumps on which Notice has been served; and, to examine the problems surrounding surface water drainage. To do this with a view to assessing the impact on the people and businesses of West Lancashire with an aim to discover how the situation could be improved.
  - 2. To liaise with interested parties, including, but not limited to, the Environment Agency; Lancashire County Council (as Lead Local Flood Authority); the recently formed AltCrossens Advisory Group; and, neighbouring authorities where the causation and effect of the problems crosses over boundaries and affects both authorities. To do this to gather evidence and thereby assess the best possible solutions to the issues raised before making a report of such to a future meeting of the Full Council.
- B. That funding from the Major Projects Reserve to the value of £20,000 be agreed to cover the costs of servicing the work of the Drainage and Flooding

Cabinet Working Group."

An Amendment to the Motion was moved and seconded.

A vote was taken, the Amendment was CARRIED.

A vote was taken on the Substantive Motion, which was CARRIED.

- RESOLVED: A. That this Council will consider whether it is appropriate for a Drainage and Flooding Cabinet Working Group to be established to examine the issues surrounding surface water drainage at Alt/Crossens, once the Environment Agency has formed the replacement of the Alt/Crossens Advisory Group with Lancashire County Council (as Lead Local Flood Authority) and neighbouring authorities, as recently indicated.
- B. That the Portfolio Holder for Planning, with appropriate officer support, be appointed to represent West Lancashire Borough Council on the forthcoming Alt/Crossens Advisory Group and report to a future meeting of Cabinet/Council as appropriate.

(Note: Councillor Cooper arrived during consideration of this item.)

.....  
**THE MAYOR**

# Agenda Item 4c

## COUNCIL

**HELD: Wednesday, 28 June 2017**

Start: 7.30 pm

Finish: 8.05 pm

## PRESENT:

Councillors:	N Furey (Mayor)	N Delaney (Deputy Mayor)
	I Ashcroft	M Barron
	Mrs P Baybutt	Mrs M Blake
	T Blane	J Bullock
	J Cairns	C Cooper
	S Currie	G Dowling
	D Evans	Y Gagen
	J Gordon	N Hennessy
	G Hodson	J Hodson
	D McKay	Mrs J Marshall
	J Mee	R Melling
	M Mills	P Moon
	I Moran	G Owen
	E Pope	A Pritchard
	D West	Mrs M Westley
	K Wilkie	K Wright
	C Wynn	A Yates

Officers:

Kim Webber, Chief Executive  
Terry Broderick, Borough Solicitor  
Jacky Denning, Assistant Member Services Manager  
Ann England, Civic PA  
Jill Ryan, Member Services/Civic Support Officer

## 10 PRAYERS

The Mayor's Chaplain for the evening, Father Michael, led Members and officers in prayer.

## 11 APOLOGIES

Apologies for absence were received on behalf of Councillors Cotterill, Devine, Mrs Evans, Hudson, McKenna, C Marshall, Nixon, O'Toole, Owens, Patterson, Pryce-Roberts, Savage, Mrs Stephenson, D Westley and Whittington.

## 12 DECLARATIONS OF INTEREST

There were no declarations.

## 13 FREEDOM OF THE BOROUGH - MR CARL EATON

Consideration was given to a Notice of Motion moved by Councillor Moran and seconded by Councillor Ashcroft in the following terms:

"That, pursuant to its powers under Section 249 of the Local Government Act 1972, the Council grant the honour of the Freedom of the Borough upon Mr Carl Eaton,

founder of Skem Menaces, in recognition of the eminent service he has rendered to the community and the Borough of West Lancashire.”

The Mayor put the Motion to the vote and as there were more than two-thirds of the Members voting thereon in favour of the Motion, as required by Section 249 of the Local Government Act 1972, it was

**RESOLVED:** That, pursuant to its powers under Section 249 of the Local Government Act 1972, the Council grant the honour of the Freedom of the Borough upon Mr Carl Eaton, founder of Skem Menaces, in recognition of the eminent service he has rendered to the community and the Borough of West Lancashire.

.....  
**THE MAYOR**

# Agenda Item 7a

## PLANNING COMMITTEE

**HELD: Thursday, 18 May 2017**

Start: 7.30 p.m.

Finish: 11.10 p.m.

## PRESENT:

Councillor: G Dowling (Chairman)

Councillors: I Ashcroft  
Mrs P Baybutt  
C Cooper  
T Devine  
D Evans  
C Marshall  
D McKay  
M Mills  
D O'Toole  
R Pendleton  
E Pope  
A Pritchard  
N Pryce-Roberts  
Mrs M Westley

Officers: Director of Development and Regeneration (Mr J Harrison)  
Principal Planning Officer (Mr R Hitchcock)  
Principal Planning Officer (Mrs A Veevers)  
Assistant Solicitor (Mrs J Williams)  
Member Services/Civic Support Officer (Mrs J A Ryan)

In attendance: Councillor Cotterill (Bickerstaffe Ward)  
Councillor Barron (North Meols Ward)  
Councillor Delaney (Scott Ward)  
Councillor Mrs Blake (Parbold Ward)  
Councillor Blane (North Meols Ward)

### 1 **APOLOGIES**

There were no apologies for absence received.

### 2 **MEMBERSHIP OF THE COMMITTEE**

In accordance with Council Procedure Rule 4, the Committee noted the termination of Councillor Yates and the appointment of Councillor Pryce-Roberts for this meeting only, thereby giving effect to the wishes of the Political Groups.

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

There were no urgent items of business.

### 4 **DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### 5 **DECLARATIONS OF PARTY WHIP**

There were no Declarations of Party Whip.

**6 MINUTES**

RESOLVED: That the minutes of the meeting held on the 13 April 2017 be approved as a correct record and signed by the Chairman.

**7 PLANNING APPLICATIONS**

The Director of Development and Regeneration, submitted a report on planning applications (all prefixed 2016 unless otherwise stated) as contained on pages 11 to 151 of the Book of Reports and on pages 175 to 188 giving details of Late Information.

- RESOLVED
- A. That planning application 2017/0194/FUL relating to Sunnyside, 14 Alexander Close, Burscough be approved subject to the conditions as set out on pages 51 to 53 of the Report.
  - B. That planning application 0479/FUL relating to Land Rear of 14A New Cut Lane, Halsall, Southport be approved subject to the conditions as set out on pages 64 to 68 of the Report and with the amendment to Condition 10 as set out on pages 179 to 180 of the Late Information.
  - C. That planning application 1173/FUL relating to 14A New Cut Lane, Halsall be approved subject to the conditions as set out on pages 78 to 81 of the Report and with the amendment to Condition 10 as set out on pages 179 to 180 of the Late Information.
  - D. That planning application 2017/0057/FUL relating to Wilmar Marsh Road, Banks, Southport be refused for the reasons 1 and 2 as set out on page 122 of the Report and reason 3 as set out on page 188 of the late Information Report.
  - E. That planning application 2017/0099/FUL relating to 35 Alexandra Mews, Ormskirk be refused for the reason as set out on page 145 of the Report
  - F. That planning application 1027/FUL relating to Land Rear of 153 to 167A Blaguegate Lane, Firwood Road, Lathom be deferred to allow Officers to seek further views of the Highway Authority.
  - G. That planning application 0706/ARM relating to the Site of the Former Greaves Hall Hospital, Greaves Hall Avenue, Banks be deferred to allow Officers to negotiate further on highway and amenity issues.

- H. That planning application 1185/FUL relating to the Railway Hotel, Station Road, Parbold be refused for the following reason:-

The proposed development conflicts with Policy GN3 in the West Lancashire Local Plan (2012-2027) Development Plan Document and the Supplementary Planning Document – Design Guide (Jan 2008) in that, by virtue of its siting and scale, the proposed dwelling would constitute an overbearing form of development and result in overshadowing of the neighbouring property at 2 Broadmead to the detriment of the residential amenity of the neighbouring occupier(s) of that property.

(Notes:

1. In accordance with the procedure for public speaking on planning applications on this Committee, members of the public spoke in connection with planning applications 1027/FUL; 2017/0194/FUL; 1173/FUL; 0706/ARM; 1185/FUL and 2017/0099/FUL.
2. Parish Clerk Mrs. L. Broad from Lathom South Parish Council spoke in connection with Planning Application 1027/FUL, Land Rear of 153 to 167A Blaguegate Lane, Firwood Road, Lathom
3. Parish Councillor Young from Halsall Parish Council spoke in connection with Planning Application 1173/FUL relating to 14A New Cut Lane, Halsall
4. Parish Councillor Mrs. S. Holland from Parbold Parish Council spoke in connection with Planning Application 1185/FUL relating to the Railway Hotel, 1 Station Road, Parbold.
5. In accordance with Regulatory Procedure Rule 7(b) Councillor Cotterill spoke in connection with Planning Application 1027/FUL relating to Land Rear of 153 to 167A Blaguegate Lane, Firwood Road, Lathom.
6. In accordance with Regulatory Procedure Rule 7(b) Councillor Barron spoke in connection with the site of former Greaves Hall Hospital, Greaves Hall Avenue, Banks.
7. In accordance with Regulatory Procedure Rule 7(b) Councillor Delaney spoke in connection with 35 Alexandra Mews, Ormskirk.
8. In respect of planning application 0479/FUL relating to Land Rear of 14A New Cut Lane, Halsall Councillor Mills wished it be recorded that she had voted against the application.
9. At the conclusion of planning application 0479/FUL relating to Land rear of 14A New Cut Lane, Halsall the meeting was adjourned for a comfort break.
10. In respect of planning application 1173/FUL relating to 14A New Cut Lane, Halsall Councillor Mills wished it be recorded that she had voted against the application.
11. Councillor Cotterill left the meeting at the conclusion of planning application 1027/FUL relating to Land Rear of 153 to 167A Blaguegate Lane, Firwood Road, Lathom and was not present for the remainder of the meeting.

- 12. Councillor Barron and Blane left the meeting at the conclusion of planning application 0706/ARM relating to the Site of Former Greaves Hall Hospital, Greaves Hall Avenue, Banks and were not present for the remainder of the meeting.
- 13. Councillor Mrs. Blake left the meeting at the conclusion of planning application 1185/FUL relating to the Railway Hotel, 1 Station Road, Parbold and was not present for the remainder of the meeting.)

**8 DESIGNATION REGIME FOR LOCAL PLANNING AUTHORITIES**

This item was deferred until the next meeting.

.....  
**- CHAIRMAN -**



### PRESENT:

Councillor: N Delaney (Chairman)

Councillors:	N Delaney	C Evans
	J Kay	D McKay
	J Mee	M Mills
	G Owen	A Owens
	K Wright	A Pritchard

Officers: Director of Leisure and Wellbeing (Mr D Tilleray)  
Commercial, Safety and Licensing Manager (Mr P Charlson)  
Principal Solicitor (Mrs K Lovelady)  
Senior Licensing Officer (Mrs M Murray)  
Member Services/Civic Support Officer (Mrs J Brown)

### 1 APOLOGIES

Apologies for absence were received on behalf of Councillor Melling.

### 2 MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, the Committee noted the termination of membership of Councillor Devine, and the appointment of Councillor Pritchard for this meeting only, thereby giving effect to the wishes of the political groups.

### 3 URGENT BUSINESS

There were no urgent items of business.

### 4 DECLARATION OF PARTY WHIP

There were no declarations of Party Whip.

### 5 DECLARATION OF INTEREST

There were no declarations of interest.

### 6 MINUTES OF SUB - COMMITTEES OR WORKING GROUPS

There were no minutes to receive.

### 7 MINUTES

RESOLVED: That the Minutes of the meeting held on 4 April 2017 be received as a correct record and signed by the Chairman.

**8 AMENDMENTS TO HACKNEY CARRIAGE AND PRIVATE HIRE POLICY**

Consideration was given to the report of the Director of Leisure and Wellbeing as contained on pages 7 to 164 of the Book of Reports which sought approval of the draft Hackney Carriage and Private Hire Licensing Policy Statement prior to consultation.

The Commercial, Safety and Licensing Manager outlined the report and responded to questions and comments raised by Members including the possibility of the delivery of dementia awareness training in the future. It was also noted that there were some minor administrative changes throughout the document.

- RESOLVED: A. That the draft Hackney Carriage and Private Hire Licensing Policy Statement attached at Appendix 2 to the report be approved subject to adding the requirement of dementia awareness training to the relevant sections of the Policy.
- B. That the Director of Leisure and Wellbeing be given delegated authority to subject the draft Hackney Carriage and Private Hire Licensing Policy Statement to a period of public consultation before returning the document to the Licensing and Appeals Committee for final approval.
- C. That the list of vehicles designated for the purposes of Section 165 of the Equality Act 2010 attached to Appendix 3 to this report be approved with effect from 3 July 2017.
- D. That the Director of Leisure and Wellbeing be given delegated authority to publish and maintain the list of vehicles designated for the purposes of Section 165 of the Equality Act 2010 attached to Appendix 3 to the report.

**9 EXCLUSION OF PRESS AND PUBLIC**

RESOLVED That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 2 (Identity of an individual) and Paragraph 7 (Criminal Matters) part 1 of Schedule 12A outweighs the public interest in disclosing the information.

**10 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000226532**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000226532 having regard to the content of the Statutory Declaration that accompanied the Application Form and any other relevant information.

The Applicant attended the meeting and was interviewed by the Committee during which he was advised of his right of appeal to the Magistrates Court if he was aggrieved by the decision.

RESOLVED: That Private Hire Driver Licence Number WK/000226532 be GRANTED.

(Note: The Officers from the Leisure and Wellbeing Services left the meeting as Members considered their decision in this case).

11 **PRIVATE HIRE DRIVER - DETERMINATION OF EXISTING LICENCE- WK/000226631**

Members were asked to consider an existing Private Hire Driver Licence Number WK/000226631, having regard to offences on the drivers DVLA Licence.

The driver attended the meeting and was interviewed by the Committee during which he was advised of his right of appeal to the Magistrates Court if he was aggrieved by the decision.

RESOLVED: That Private Hire Driver Licence WK/000226631 be REVOKED.

(Note: The Officers from the Leisure and Wellbeing Services left the meeting as Members considered their decision in this case).

.....  
**Chairman**



# Agenda Item 7c

## PLANNING COMMITTEE

**HELD: Thursday, 22 June 2017**

Start: 7.30 p.m.

Finish: 9.10 p.m.

## PRESENT:

Councillor: G Dowling (Chairman)  
A Yates (Vice-Chair)

Councillors: I Ashcroft Mrs P Baybutt  
C Cooper T Devine  
D Evans C Marshall  
D McKay D O'Toole  
R Pendleton E Pope  
A Pritchard Mrs M Westley  
K Wright

Officers: Assistant Director of Development and Regeneration (Mr I Gill)  
Head of Development Management (Mrs C Thomas)  
Legal and Member Services Manager (Mr M Jones)  
Principal Planning Officer (Miss E O Woollacott)  
Member Services/Civic Support Officer (Mrs J A Ryan)

In attendance: Councillor Cotterill (Bickerstaffe Ward)  
Councillor Barron (North Meols Ward)  
Councillor Blane (North Meols Ward)  
Councillor J Hodson (Planning Portfolio Holder)

## 9 APOLOGIES

There were no apologies for absence received.

## 10 MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, the Committee noted the termination of Councillor Mills and the appointment of Councillor Wright for this meeting only, thereby giving effect to the wishes of the Political Groups.

## 11 URGENT BUSINESS

There were no urgent items of business.

## 12 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

**13 DECLARATIONS OF PARTY WHIP**

There were no Declarations of Party Whip.

**14 MINUTES**

RESOLVED: That the minutes of the meeting held on the 18 May 2017 be approved as a correct record and signed by the Chairman subject to noting that Councillor Blane was not in attendance at the previous meeting.

**15 PLANNING APPLICATIONS**

The Director of Development and Regeneration submitted a report on planning applications (all prefixed 2016 unless otherwise stated) as contained on pages 203 to 314 of the Book of Reports and on pages 329 to 346 of the Late Information.

RESOLVED: A That the under-mentioned planning applications be approved subject to the conditions in the report:-

0962/FUL; 2017/0248/FUL

B That in respect of 2017/0470/LBC, The Retreat, 4 Cobbs Brow, Newburgh that Listed Building Consent be granted subject to the conditions contained in the report .

C That in respect of planning application 0706/ARM relating to the Site of Former Greaves Hall Hospital, Greaves Hall Avenue, Banks :-

(i) That the decision to grant planning permission be delegated to the Director of Development and Regeneration in consultation with the Chairman or Vice-Chairman of the Planning Committee subject to the applicant entering into a deed of variation (planning obligation) under S106 of the Town and Country Planning Act 1990 to:-

- remove the fourth schedule to require the Transport Contribution
- remove the sixth schedule relating to the primary school contribution
- require re-appraisal of the viability should the B1 units not be implemented within 2 years

(ii) That any planning permission granted by the Director of Development and Regeneration pursuant to recommendation (i) above be subject to the conditions as set down on pages 256 to 261 of the Book of Reports but with the amendment to Conditions 1, 4, 7 and 8 as

set out on pages 335 to 337 of the Late Information Report.

D That in respect of planning application 1027/FUL relating to Land Rear of 153 to 167A Blaguegate Lane, Firswood Road, Lathom

(i) That the decision to grant planning permission be delegated to the Director of Development and Regeneration in consultation with the Chairman or Vice-Chairman of the Planning Committee subject to the applicant entering into a planning obligation under S106 of the Town and Country Planning Act 1990 to secure:

the payment of £50,000 towards the Ormskirk to Skelmersdale Linear Park; terms and conditions of the affordable housing units

(ii) That any planning permission granted by the Director of Development and Regeneration pursuant to recommendation (i) above be subject to the conditions as set down on pages 299 to 307 of the Book of Reports but with the amendment to Condition 2 as set out on page 345 to 346 of the Late Information Report.

E That planning application 0973/FUL relating to Plot 7, Chapel Lane, Parbold, Lancashire be refused for the following reason:-

Due to its siting and prominent location when viewed from the canal bank, the proposed stable block would be harmful to both the openness and visual amenity of this part of the green belt, contrary to the NPPF and policies GN1 and GN3 of the West Lancashire Local Plan 2012-2027 Development Plan Document.

(Notes:-

1. In accordance with the procedure for public speaking on planning applications on this Committee, a member of the public spoke in connection with application no. 0962/FUL relating to Plot 6, Chapel Lane, Parbold, Lancashire.
2. Parish Clerk Mrs. L. Broad from Parbold Parish Council spoke in connection with planning application 0962/FUL relating to Plot 6, Chapel Lane, Parbold, Lancashire.
3. Parish Clerk Mrs. L. Broad from Parbold Parish Council spoke in connection with planning application 0973/FUL relating to Plot 7, Chapel Lane, Parbold, Lancashire.
4. Parish Clerk Mrs. I. Roberts from Aughton Parish Council spoke in connection with planning application 2017/0248/FUL relating to The Cockbeck Tavern, 58 Town Green Lane, Aughton .
5. In accordance with Regulatory Procedure Rule 7(b) Councillor Cotterill spoke in connection with planning application 1027/FUL relating to Land Rear of 153 to

167A Blaguegate Lane, Firswood Road, Lathom.

6. In accordance with Regulatory Procedure Rule 7(b) Councillor Barron spoke in connection with planning application 0706/ARM relating to the Site of Former Greaves Hall Hospital, Greaves Hall Avenue, Banks.
7. In accordance with Regulatory Procedure Rule 7(b) Councillor Blane also spoke in connection with planning application 0706/ARM relating to the Site of Former Greaves Hall Hospital, Greaves Hall Avenue, Banks.
8. Councillor Cotterill left the meeting at the conclusion of planning application 0706/ARM relating to Land Rear of 153 to 167A Blaguegate Lane, Firswood Road, Lathom and was not present for the remainder of the meeting.
9. Councillors Barron and Blane left the meeting at the conclusion of planning application 0706/ARM relating to the Site of Former Greaves Hall Hospital, Greaves Hall Avenue, Banks and were not present for the remainder of the meeting.)

16 **DESIGNATION REGIME FOR LOCAL PLANNING AUTHORITIES**

Consideration was given to the report of the Director of Development and Regeneration as set out on pages 323 to 327 of the Book of Reports the purpose of which was to inform Members that the Secretary of State for Communities and Local Government had laid a document before Parliament setting out the criteria that the Government intend to use for designating a Local Planning Authority as underperforming and the thresholds that Authorities will be assessed against in the next designation round in the first quarter of 2017.

**RESOLVED:** That the contents of the report be noted.

.....  
**- CHAIRMAN -**



### PRESENT:

Councillor: A Yates (Chairman)

Councillors: T Blane N Hennessy  
P Cotterill J Mee  
T Devine R Pendleton  
J Gordon E Pope  
A Pritchard

Officers: Borough Treasurer (Mr M Taylor)  
Borough Solicitor (Mr T Broderick)  
Audit Manager (Mr M Coysh)  
Principal Member Services Officer (Mrs S Griffiths)

Also Present: Karen Murray (Grant Thornton)

#### 1 APOLOGIES

There were no apologies for absence.

#### 2 MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, the Committee noted the termination of membership of Councillors Aldridge and Pryce-Roberts and the appointment of Councillors Devine and Pritchard respectively for this meeting only, giving effect to the wishes of the Political Groups.

#### 3 DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 4 PUBLIC SPEAKING

There were no items under this Heading.

#### 5 MINUTES

RESOLVED That the minutes of the last meeting of the Committee held on 28 March 2017 be approved as a correct record and signed by the Chairman.

#### 6 GRANT THORNTON REPORTS

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 11 – 28 of the Book of Reports the purpose of which was to

receive a Progress Report and Update together with the Planned Audit Fee letter from Grant Thornton (External Auditors).

The Chairman invited Karen Murray from Grant Thornton to present the Progress Report and Update and the Planned Audit Fee letter.

Comments and questions were raised in respect of the following issues:-

Progress Report and Update:-

- addition of links to the reports referred to in the document
- Interim accounts audit – reporting mechanism
- Delivering Good Governance
- The Income spectrum – generic/national report/value for money should include suggestions and advice

Fee Audit Letter:-

- Billing schedule

Karen Murray provided a response to the above comments/questions and the Borough Treasurer indicated that the Annual Governance Statement would be considered at this meeting, the Local Code of Governance is currently included on the Committee's Work Programme and proposed that an item on Income Generation be included and a report submitted to the Committee in due course.

RESOLVED A. That the Progress Report and Update and the Planned Audit Fee letter be noted.

B. That Income Generation be included with the Committee's Work Programme.

## 7 **GRANT THORNTON ASSURANCE LETTER**

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 29 – 34 of the Book of Reports which provided a proposed response to a letter from the External Auditors requesting information on how the Committee gains assurance over management processes and arrangements.

Comments and questions were raised in respect of the following issues:-

- Whistleblowing Code (Question 3)
- Potential litigation/claims (Question 5)

RESOLVED That the proposed response to the letter set out in Appendix 2 be approved, subject to the inclusion of "Suppliers and Contractors are also encouraged to report any concerns through these arrangements" within the response to Question 3 (Whistleblowing Code).

**8 ANNUAL GOVERNANCE STATEMENT 2016/2017**

Consideration was given to the Council's Annual Governance Statement for 2016/17 as circulated and contained on pages 35 – 41 of the Book of Reports.

Questions and comments were raised in respect of the following issues:-

- Officer Code of Conduct
- Future financial challenges
- Electronic records

RESOLVED A. That the Annual Governance Statement 2016/2017, set out in Appendix 1, be approved and commended to the Leader and Chief Executive for signature, subject to the addition of the following wording in the paragraph Future Financial Challenges:-

“and additional income generation” after “Further significant savings “

B. That a report on Electronic Records be submitted to a future meeting of the Committee.

**9 STATEMENT OF ACCOUNTS**

The Borough Treasurer provided details on the preparation of the Statement of Accounts for the year ended 31 March 2017 as circulated and contained on pages 43 & 44 of the Book of Reports.

RESOLVED A. That the report be noted.

B. That a further report to approve the audited statement of accounts be submitted to the next meeting of the Committee.

**10 INTERNAL AUDIT ACTIVITY - QUARTERLY UPDATE**

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 45 - 57 of the Book of Reports which advised of progress against the 2017/18 Internal Audit Plan.

The Audit Manager reported that 17% of the items on the plan were in progress compared to 15% for the same period in the previous year.

RESOLVED That progress in the year to date be noted.

**11 INTERNAL AUDIT ANNUAL REPORT 2016-17**

The Borough Treasurer presented the 2016-17 Internal Audit Annual Report as circulated and contained on pages 59 – 64 of the Book of Reports.

RESOLVED That the Internal Audit Annual Report for 2016-17 be noted.

**12 REGULATION OF INVESTIGATORY POWERS ACT QUARTERLY MONITORING OF USE OF POWERS**

In relation to the quarterly monitoring of activity under the Regulation of Investigatory Powers Act 2000 (RIPA) the Borough Solicitor reported that there was no relevant activity to bring to the attention of the Committee.

RESOLVED That the report be noted.

**13 WORK PROGRAMME**

Consideration was given to the Committee’s Work Programme as set out at page 65 of the Book of Reports.

It was proposed that training sessions on ‘Income Generation’ and ‘Pensions’ be added to the Work Programme for January and March 2018.

- RESOLVED A. That the Work Programme be noted.
- B. That the training session for January 2018 be on Income Generation.
- C. That the training session for March 2018 be on Pensions.

.....  
**Chairman**



COUNCIL: 19 July 2017

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**Report of: Borough Solicitor**

**Contact for further information: Mrs J Denning (Extn. 5384)**  
**(E-mail: [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk))**

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**SUBJECT: BOROUGH COUNCIL BY-ELECTIONS 2017**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To advise Members of the results of the Borough Council By-Elections for Aughton Park Ward, held on 8 June and Derby Ward, held on 29 June 2017.

## **2.0 RECOMMENDATION**

2.1 That the contents of the report be noted.

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## **3.0 BACKGROUND**

3.1 The result of the By-Elections held on 8 June for Aughton Park Ward and 29 June 2017 for Derby Ward are as detailed in the Appendices attached to the report.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

1. By-Election result, Aughton Park Ward – 8 June 2017
2. By-Election result, Derby Ward – 29 June 2017



# DECLARATION OF RESULT OF POLL

West Lancashire Borough Council

## Election of a Borough Councillor for

Aughton Park  
on Thursday 8 June 2017

I, Kim Webber BSc., MSc., being the Returning Officer at the above election, do hereby give notice that the number of votes recorded for each Candidate at the said election is as follows:

Name of Candidate	Description (if any)	Number of Votes*
GREEN, Bernadette commonly known as GREEN, Bernie	Labour Party	1095
STEPHENSON, Doreen Joan	The Conservative Party Candidate	1381 Elected

\* If elected the word 'Elected' appears against the number of votes.

The number of ballot papers rejected was as follows:	Number of ballot papers
A want of an official mark	0
B voting for more Candidates than voter was entitled to	0
C writing or mark by which voter could be identified	0
D being unmarked or wholly void for uncertainty	15
Total	0

Vacant Seats: 1

Electorate: 3262

Ballot Papers Issued: 2491

Turnout: 76.36%

And I do hereby declare that Doreen Joan Stephenson is duly elected.

Dated Friday 9 June 2017

Kim Webber BSc., MSc.  
Returning Officer





# DECLARATION OF RESULT OF POLL

West Lancashire Borough Council

## Election of a Borough Councillor for

Derby

on Thursday 29 June 2017

I, Kim Webber BSc., MSc., being the Returning Officer at the above election, do hereby give notice that the number of votes recorded for each Candidate at the said election is as follows:

Name of Candidate	Description (if any)	Number of Votes*
DAVIS, Ian	Our West Lancashire	705 Elected
HOULGRAVE, Jane	The Conservative Party Candidate	362
OLIVER, George Francis	Labour Party	596

\* If elected the word 'Elected' appears against the number of votes.

The number of ballot papers rejected was as follows:	Number of ballot papers
A want of an official mark	0
B voting for more Candidates than voter was entitled to	0
C writing or mark by which voter could be identified	0
D being unmarked or wholly void for uncertainty	4
E rejected in part	0
Total	4

Vacant Seats: 1

Electorate: 5347

Ballot Papers Issued: 1667

Turnout: 31.18%

And I do hereby declare that, Ian Davis is duly elected.

Dated Tuesday 11 July 2017

Kim Webber BSc., MSc.  
Returning Officer





COUNCIL: 19 July 2017

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**Report of:** Borough Solicitor

**Contact for further information:** Mrs J Denning (Extn. 5384)  
(E-mail: [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk))

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**SUBJECT: REVIEW OF POLITICAL BALANCE 2017/18**

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Borough wide interest

## **1.0 PURPOSE OF REPORT**

1.1 To review the allocation of seats on Committees to Political Groups, as a result of the by-elections held on 8 and 29 June 2017 and the establishment of the Our West Lancashire (OWL) Group.

## **2.0 RECOMMENDATIONS**

2.1 That, for the period ending with the next Annual Meeting of the Council, or such lesser period should the political balance or allocation to political groups change during the year requiring a review under the provisions of the Local Government and Housing Act 1989, the allocation of seats to the political groups be as agreed at the Annual Meeting of the Council on 17 May 2017, subject to:

- (i) Standards Committee – replace 1 Conservative Member with 1 OWL
- (ii) Audit & Governance Committee – replace 1 Labour Member with 1 OWL
- (iii) Licensing & Gambling Committee – reduce 1 Labour Member and increase 1 Conservative Member

2.2 That the Leaders of each Political Group advise the Borough Solicitor in relation to the names of the Councillors in respect of 2.1 above and Section 4.1A of the Council's Constitution be updated accordingly.

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## **3.0 APPOINTMENT OF COMMITTEES, SUB-COMMITTEES etc**

3.1 At its Annual Meeting, the Council is under an obligation, under Section 15(1) of the Local Government and Housing Act 1989, to review the representation of the Political Groups on Committees and Sub-Committees. Under the Act, the numbers of seats on ordinary Committees have to be aggregated and allocated to the proportion that each political group bears to the total members of the Council, in so far as reasonably practicable. This was undertaken at the Annual meeting in May 2017 when the membership of the Council was then 52 plus 2 vacancies. The Labour Group had 31 members – 57.41% of the total membership, the

Conservative Group had 20 members – 37.04% of the total membership and 'Our West Lancashire' had 1 member (1.85%), which did not at that time constitute a Political Group.

- 3.2 Of the seats available in Committees, these were allocated to the Labour Group and the Conservative Group, in line with the above. The allocation of remaining seats not allocated to any Political Group (two) were allocated to the Member who did not belong to a Political Group at the Council's discretion and in accordance with the regulations.
- 3.3 On 30 June 2017, the Chief Executive received notification to establish a group 'Our West Lancashire' and subsequently a review of the representation of different political groups on Committees has taken place. The Labour Group continues to have 31 Members – 57.41% of the total membership, the Conservative Group has 21 members – 38.89% of the total membership and Our West Lancashire has 2 members – 3.70%.
- 3.4 Of the 111 seats available on the Committees, the Labour Group are entitled to 64 seats, the Conservative Group are entitled to 43 seats and Our West Lancashire are entitled to 4 seats. The effect of the calculation is that from those seats that were allocated at the Annual meeting, including those under the Council's discretion, the Labour Group must reduce its total number overall by 2 committee seats; the Conservative Group remain the same number of seats overall; and Our West Lancashire gain 2 seats overall. Based on the calculations, proposals for the change in allocation of seats are listed in paragraph 2.1.
- 3.5 There is no legal requirement under the 1989 Act to aggregate the number of seats on ordinary sub-committees. The Act simply requires the seats on such sub-committees to be allocated to the political groups in the same proportion as each group bears to the whole Council. Political balance rules do not apply to Working Groups or Commissions.

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

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

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

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

#### **6.0 RISK ASSESSMENT**

- 6.1 The entitlement to seats under the Council's Political Management Structure is set out in Section 4.1A of the Council's Constitution.

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#### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

None.





COUNCIL: 19 July 2017

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**Report of:** Chief Executive

**Contact for further information:** Marc Taylor (Ext. 5092)  
([marc.taylor@westlancs.gov.uk](mailto:marc.taylor@westlancs.gov.uk))

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**SUBJECT:** POLICY OPTIONS 2018-21

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To consider a range of measures to address the challenging financial position facing the Council over the next 3 years.

## **2.0 RECOMMENDATIONS**

- 2.1 That the favourable budget variance of £391,000 that has been achieved for the 2016-17 financial year be noted and that the budget allocations set out in Appendix 1 be approved.
- 2.2 That the £1.182m package of efficiencies, additional income and savings included in Appendix 2 that has been agreed for the 2017-18 financial year be noted, and that monitoring reports are produced on progress with delivering these measures.
- 2.3 That the Medium Term Financial Forecast for 2018-21 included in Appendix 3 setting out the challenging financial position facing the Council over the next 3 years be noted, and that further work is undertaken to identify measures to address this situation.
- 2.4 That the set of Policy Options to deliver improved efficiency included in Appendix 4 be approved for implementation, including the Housing and Inclusion restructuring which will involve the voluntary redundancy of the Borough Transformation Manager and Deputy Director of Housing and Inclusion, the transfer of management responsibility for the Home Care Link service from the Director of Leisure and Wellbeing to the Director of Housing and Inclusion, with the Borough Solicitor being authorised to make all consequent changes to the Council's Constitution, including the changes to the Proper Officer Provisions and Scheme of Delegation to Chief Officers as set out in Appendix 5.

- 2.5 That the set of Policy Options included in Appendix 6 be approved for consultation and further consideration at the next Council meeting in October 2017.
  - 2.6 That the proposals for consultation set out in section 8 be agreed, and that the Chief Executive reports the results of this consultation, and any amendments recommended as a result, together with any new policy options to Council at its October meeting.
  - 2.7 That any initial Trade Union comments on this report, which form part of the formal consultation process, be noted and considered, and that the Trade Unions be advised of the Council's resolutions, and that further consultations take place with all staff affected and their representatives.
  - 2.8 That the Chief Executive and Heads of Service be given authority to take all action in connection with the implementation of the above, and to effect the Council's redundancy and redeployment policies and other Human Resources procedures as required, and matters related to this, including the use of reserves to fund exit costs.
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### **3.0 BACKGROUND**

- 3.1 The Council has been going through an extended period of reducing resources primarily as a result of significant reductions in its government grant funding. This period began in 2009 and in response an Organisational Downsizing Initiative was implemented in that year to deliver ongoing annual savings of £1.753m. Over the four year period 2011-15, the Council then delivered a series of large scale saving programmes that have delivered further ongoing annual savings of around £5m. Similarly the GRA faced a budget gap of £1.3m in 2015-16, and then agreed a further package of efficiencies, additional income and savings of £1.7m for the 2016-17 financial year. Consequently this has been a period of unprecedented change for the GRA and given this position there is now little remaining scope to make further significant savings without it having an impact on the level or nature of services provided.

### **4.0 FINANCIAL PERFORMANCE IN 2016-17**

- 4.1 Regular monitoring reports on budget performance have been produced during the course of the 2016-17 financial year, and the last report projected that a favourable budget variance of £310,000 should be achieved. When this position was considered during the last budget round it was identified that this funding should be used to help support the revenue budget position for 2018-19.
- 4.2 The final outturn position is set out in Appendix 1 and shows that each Service achieved its budget targets, and that an overall favourable variance of £391,000 was achieved, which is equivalent to 3.0% of the total budget. This continues the trend of strong financial management that has been demonstrated in previous years, and means that the GRA currently has a healthy financial standing. The outturn position has been analysed to identify any further opportunities for budget streamlining or base budget review savings, and the results of this work have been built into the proposed efficiency savings that are set out in Appendix 4.



- 4.3 Some of the key features of the outturn position include that the active management of staffing levels has meant that the corporate savings target for staff efficiencies was achieved, significant savings were made on a wide variety of supplies and services budgets, and income performance has generally been good with most services achieving or exceeding their budget targets.
- 4.4 Decisions now need to be made on how the remaining outturn balance of £81,000 should be allocated (£391,000 total favourable budget variance less £310,000 intended to support the revenue budget position for 2018-19). Heads of Service have considered the policy and financial issues within their areas and produced the set of proposals included in Appendix 1, which reflect their views on how the available funding can be best utilised. Members are now invited to consider and agree these proposals.

## **5.0 AGREED SAVINGS AND ADDITIONAL INCOME FOR 2017-18**

- 5.1 The GRA faced a significant budget gap for the 2017/18 financial year in terms of the spending required to maintain agreed service levels and the resources that were expected to be available. To address this position a series of measures were agreed by the Council through the policy options framework and other processes. A full list of these measures, which in total come to £1.182m, is contained in Appendix 2. These measures include efficiency improvements, savings from contract renegotiation, generating additional income through a more commercial approach and through charging, restructuring and other staff savings, and in certain limited cases the reshaping of services.
- 5.2 This programme is now being implemented and overall good progress is being made on delivering the necessary savings and income, and in particular the number of residents paying the new garden waste charge has been higher than originally estimated. It is though inevitable with a programme of this size that there will be some variation from budget projections, and consequently it is intended that this area will be closely monitored, and revised and updated targets will be reported to the next Council meeting in October.

## **6.0 MEDIUM TERM FINANCIAL FORECAST 2018-2021**

- 6.1 Earlier this year the Government published a Finance Settlement for local authorities setting out details of future funding levels over the medium term. This Settlement has been combined with other information to produce the financial forecast set out in Appendix 3. This forecast shows the estimated budget gap over the next 3 years.
- 6.2 The forecast has been calculated at a high level taking into account government grant funding, forecasts of corporate council tax and business rate income, and service expenditure and income. The initial results show that there will be an estimated budget gap of £1.925m for 2018-19, £0.590m for 2019-20, and £0.210m for 2020-21. In total this would mean reducing the ongoing annual budget requirement by £2.725m by 2020-21.
- 6.3 The single largest ongoing factor explaining this position is the reduction in Government grant funding that has been confirmed for future years, and in particular the reduction of £0.870m in Revenue Support Grant. However there are also a number of other significant factors, including the anticipated loss of

£0.950m of income from the County Council when the current Waste Partnership agreement comes to an end in March 2018.

- 6.4 In practice there is scope for considerable variation in this type of forecast as many factors cannot be known with certainty at this time and unexpected new developments will occur. However the forecast does give a clear indication of the scale of budget reductions that will need to be found over the next 3 years, which would be around 13% of overall turnover.

## **7.0 PROPOSALS FOR EFFICIENCY IMPROVEMENTS THAT DO NOT REQUIRE PUBLIC CONSULTATION**

- 7.1 A key theme in the Policy Options process is to improve efficiency on an ongoing basis. Consequently we will continue to review the services we deliver and the way in which we deliver them. This will ensure that reducing resources are used to maximum effect, and will allow the Council to continue to deliver new and better ways of working and to invest to improve the efficiency of services provided.
- 7.2 A set of Policy Options to improve efficiency is included in Appendix 4, and in total the value of these measures come to £447,000 in 2018-19. There is no need to consult with the public on implementing these proposals as they do not have any significant service implications and do not involve any changes in policies.
- 7.3 Heads of Service have reviewed each of the Policy Options set out in Appendix 4 to ensure that they are realistic, feasible and achievable on an ongoing basis, and consequently it is now proposed that these options are approved.

## **8.0 POLICY OPTION PROPOSALS THAT WILL REQUIRE CONSULTATION**

- 8.1 While every effort has been given to maximising efficiencies, the scale of the GRA budget gap means that a number of options need to be considered that will have an impact on the public, and current service and performance levels. However the proposals contained in this report have been designed to minimise these effects given the scale of the budget gap and the scope to deliver future savings and additional income. These proposals are contained in Appendix 6 and it is intended to consult on these options over the Summer.
- 8.2 The Council has a duty to consult and involve representatives of local persons and others, where appropriate, in the exercise of its functions. In summary, this covers:
- The common law requirement for fair consultation, e.g. consultation needs to be undertaken when matters are at a formative stage and must be consistent with existing policies on consultation in particular functions;
  - Responsibilities in relation to the Equality Act, which requires the Council to demonstrate that it has paid due regard to equality issues across its services and functions;
  - The general 'Duty to Consult' (Section 3A of the Local Government Act 1999) which requires that in relation to its duty to secure best value an authority shall consult representatives of people who pay council tax and business rates, service users and others with an interest in the area where the Council carries out its functions;

- The Best Value Statutory Guidance (March 2015) sets out expectations for councils in relation to the duty to consult, including where they are considering difficult financial decisions. The guidance, which Councils must have regard to, requires Councils to give at least three months' notice of funding reductions to voluntary or community organisations or small businesses; to engage organisations and service users as early as possible before making a decision on the future of a service; and make provision for organisations, service users and the wider community to put forward options on how to reshape the service or project;
- Particular statutory duties of consultation for specific matters, e.g. in relation to disposal of open space or highway matters (which supplant the more general Duty to Consult above).

8.3 In line with the above requirements, the Council carried out consultation earlier this year to gather the views of local residents and stakeholders. The Citizen Survey was issued by post to 4,500 households and 1,277 people responded. For the Stakeholder Survey, invitations to respond were sent to groups and organisations via CVS newsletters and contact lists, and to businesses and public sector organisations by Council newsletters and e-mails, and in total 82 responses were received. The survey results provided important information about views on the services where people thought changes should, or should not be made, and these results have been considered in developing the policy options.

8.4 Given the scope of the policy options contained in this report, it is proposed that further consultation be undertaken to ascertain the views of key stakeholders including:

- Lancashire County Council
- Parish Councils
- Groups representing those with protected characteristics under equalities legislation
- Community and voluntary groups / organisations
- Residents generally
- Local businesses (including small businesses)

8.5 It is proposed that the consultation will be undertaken primarily through two online surveys – one for individual residents and one for stakeholder organisations and community groups, although paper copies of the survey will also be available upon request. The surveys will be provided on the Council website on a new policy options consultation page, which will also include background information. The surveys will be promoted in a variety of ways including:

- Press releases issued to local papers;
- On the home page of the Council website;
- Through partnership work with West Lancashire CVS, who will send out emails to all the organisations they are involved with (500+) and will promote the consultation in their newsletters;
- Offering meetings to key stakeholders where appropriate;
- Emails sent directly to parish councils and other public sector organisations
- Emails sent directly to all businesses whose details are held on the Regeneration Service's business database.

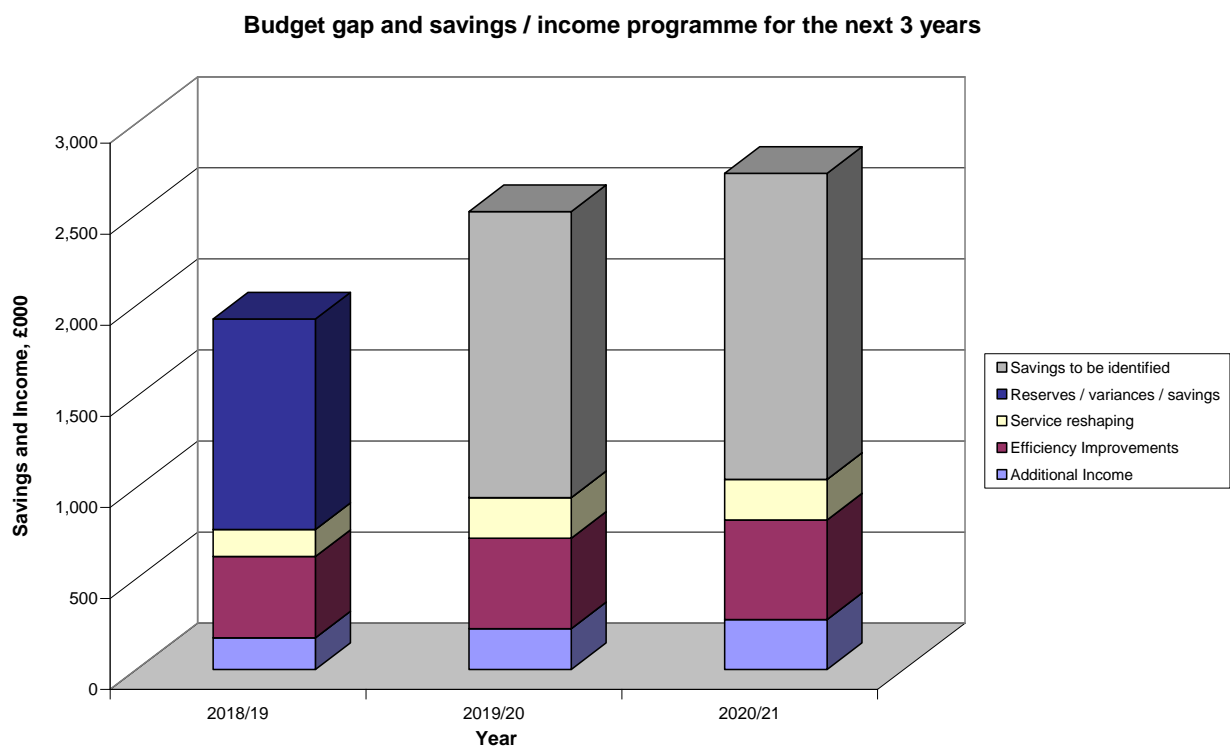
## **9.0 FINANCE AND HR IMPLICATIONS**

- 9.1 The Housing and Inclusion restructuring proposal included in Appendix 4 would have a range of staffing effects. This includes the voluntary redundancy of 2 staff, 2 staff being declared at risk but with one new post ring fenced for them, 6 staff being declared at risk but with suitable redeployment offers identified, 9 vacant posts being deleted, 6 new posts being created, and changes to job roles for a number of staff. Consultation has already taken place with the staff affected by this change and where appropriate and feasible their views will be taken into account in the way in which the restructuring is implemented. Consultation has also taken place with the Trade Unions and they have not raised any issues that they wish the Council to consider. This proposal would also involve the transfer of the Home Care Link Service from the Leisure and Wellbeing Directorate to the Housing and Inclusion Directorate from 20<sup>th</sup> July 2017, although the full restructure would not be completed until 6<sup>th</sup> November 2017.
- 9.2 The potential options included in Appendix 6 would also have a number of staffing implications (subject to consultation), including the deletion of 2 staff posts with the staff being declared at risk, and the standby payments for 2 staff coming to an end. The option for the Cross Service review of Grounds Maintenance and Street Cleansing Services could also have an impact on staff, although it is not possible to assess that impact at this time.
- 9.3 Every effort will be made to seek to minimise the risk of compulsory redundancy by the use of redeployment, and by considering expressions of interest in voluntary reduced hours, voluntary redundancy, and other mechanisms as set out in the Council's HR policies. The maximum anticipated staff exit cost at this time would be £298,000, which could be financed from the Council's Restructuring Fund and / or HRA Contingency Budget as appropriate. The payback period (time for the savings generated by the proposal to match its staff exit costs) would be within 3 years in accordance with Council policy.
- 9.4 There has been a regular dialogue with the Trades Unions over the last year and their views on this report have been sought just prior to publication. If available, their initial views will be made available to Members prior to Council. A fuller consultation exercise in line with statutory requirements will ensue following the decision of Council. Full details on all of the consultation results will be reported back to October Council.
- 9.5 The value of the budget gap for 2018-19 is £1.925m. It is recommended that at least £1m of ongoing savings and additional income are approved for next year as part of a medium term approach to addressing this position. The total value of the proposals and options in this report comes to £769,000 per year, and further consideration will be given to this position over the period up to the February 2018 Council meeting where next year's budget will be set. Any remaining budget gap could be funded on a temporary basis for one year only from the £310,000 favourable budget variance from 2016-17 (see para 4.1), any potential favourable budget variances that are achieved in the current year, and from the Budget and Efficiency Savings Reserve (which is available to support the overall budget position).

9.6 The value of the efficiency improvements and policy option proposals would increase over time and would be worth just over £1m by 2020-21. There are also a range of further measures that could be considered to address the budget gap in future years including:

- Reviewing Garden Waste Charging income in the light of experience in the current year and the potential cost savings from reduced activity levels
- Considering the scope to review and reshape the Refuse and Recycling Service
- The establishment of a new Development Company
- The Moor Street Gateway Project
- Potential additional business rate income from the Skelmersdale Vision
- Additional savings and income to be identified through running further policy option processes in future years

9.7 The budget gap together with the savings and income programme is summarised below:



9.8 Members will need to decide which policy options to select in October for the 2018-19 budget taking into account the consultation results, as well as any new policy options that have been drawn up by that time. The financial analysis included in the October Council report will also be updated to take into account any new information.

9.9 Looking further forward there would still be a significant budget gap to be addressed in 2019-20, even if all of the efficiency and policy option proposals set out in Appendices 4 and 6 are implemented. This highlights the challenging financial position facing the Council and work on addressing this budget gap will continue to take place in the context of a planned medium term programme.

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

10.1 Every effort will be made through the Policy Option process to minimise the impact of the need to make budget savings on priority areas. Creating a sustainable budget is a priority for all organisations and this report seeks to achieve this.

## **11.0 RISK ASSESSMENT**

11.1 The difficult financial position facing the Council is a key risk that is included on the Council's Key Risk Register, and the Policy Option process is the main process for managing and controlling this risk. The financial scenario facing all local authorities means that "doing nothing" is not an option, and that a large scale package of savings and income needs to be agreed over a medium term period.

11.2 In considering the estimated budget gap for 2018-19, it is important to recognise that these are projections based on the best available information at the current time using prudent assumptions. However there is scope for considerable variation, and the value and scale of issues identified in the forecast may change and new issues may emerge. However the risk that the final budget position may be worse than the forecast, can be managed by taking funding out of the Budget and Efficiency Savings Reserve (which is available to support the overall budget position) if required.

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### **Background Documents**

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

### **Equality Impact Assessment**

An Equality Impact Assessment has been prepared in relation to option OP7 Housing and Inclusion Staff Restructuring and this is contained in Appendix 7.

There is potentially a direct impact on members of the public, employees, elected members and / or stakeholders from the policy options contained in Appendix 6 and therefore an equality impact assessment is required. This assessment will be included in the report that will be brought to the October Council meeting following the consultation that will be conducted over the Summer on the potential impact of the proposals.

### **Appendix**

Appendix 1 – GRA Financial Outturn position 2016-17

Appendix 2 – Budget Measures Agreed for 2017-18

Appendix 3 – GRA Medium Term Financial Forecast 2018-21

Appendix 4 – Efficiency improvements that don't require public consultation

Appendix 5 – Changes to the Proper Officer Provisions and Scheme of Delegation to Chief Officers

Appendix 6 – Potential policy options for consultation

Appendix 7 – Equality Impact Assessment

## GRA FINANCIAL OUTTURN POSITION 2016/17

Budget area	Net Budget £000	Variance from Budget £000	Variance %
Leisure and Wellbeing	4,417	-116	-2.6%
Housing and Inclusion excl. Transformation	204	-37	See note
Transformation	1,493	-51	-3.4%
Development & Regeneration	1,030	-166	-16.1%
Street Scene	5,067	-89	-1.8%
Legal and Democracy	1,091	-70	-6.4%
Finance and HR	1,698	-64	-3.8%
Employee Savings target	-280	280	See note
Central Budget Items	-1,837	-78	-4.2%
<b>TOTAL</b>	<b>12,883</b>	<b>-391</b>	<b>-3.0%</b>

NOTES

The budget figures for each Service have been updated to include year-end capital accounting adjustments and the allocation of central budget items to services. These are technical accounting adjustments that do not affect the bottom line resource position.

Housing and Inclusion has a relatively small net budget requirement because it contains Property Services which is a support service that recharges most of its costs to other services.

The employee savings target is a corporate budget heading that is held centrally. The actual savings that are made in relation to this item are contained within services. Consequently savings made elsewhere will offset the apparent variance on this budget item.

## **CARRY FORWARD PROPOSALS OF £81,000 FROM HEADS OF SERVICE**

### **TRANSFORMATION**

#### **[1] Community Chest - increase in grants available to applicants £2,500**

There were monies left unspent at the end of the year and this proposal would allow this funding to be carried forward into the next financial year (the annual budget is £20,250).

### **LEISURE AND WELLBEING**

#### **[2] Green Fayre - £12,000**

In 2016/17 the Green Fayre at Beacon Country Park was cancelled due to adverse ground and weather conditions. After unavoidable costs the underspend on the event budget was £12,000. To carry forward this budget will allow the ranger service to undertake additional publicity and promotion to re-establish the event in the regional event calendar. It will also allow us to provide additional attractions at the show to help bring back the large number of visitors that the show can command (up to 10,000 in the weekend). This funding, combined with other existing Leisure and Wellbeing budgets, will also allow site improvements to be carried out to improve access in particular. Total spending on this project will then be around £20,000.

### **DEVELOPMENT AND REGENERATION**

#### **[3] Strategic Planning Consultancy Budget £15,600**

This request is to carry forward the unspent element of this budget into the new financial year (the annual budget is £30,000). Without this rolled over budget we will not have sufficient funds for key evidence base studies and without that evidence the Local Plan will not be able to progress as planned.

### **FINANCE AND HUMAN RESOURCES**

#### **[4] HR Additional Resources £31,900**

A 2 year temporary HR Officer post has previously been agreed which is due to end in October 2017. This bid seeks to extend this post for a further 12 months to provide increased capacity to address sickness management issues, to provide enhanced support to managers in dealing with sickness absence cases, and to deal with other workload issues. Excellent performance is currently being achieved on sickness absence targets and this is due to a range of factors including concentrated management action on this issue as well as the support provided by this additional resource. If this post is not extended it could lead to an adverse impact on future performance.



## **LEGAL AND DEMOCRACY**

### [5] Additional costs of Maternity Cover £13,000

An Assistant Solicitor is currently on maternity leave whose role includes providing essential legal advice and representation in respect of planning (e.g. enforcement, appeals and application advice) and housing matters (including drug and ASB possession/injunctions), prosecution and civil court/inquiry work, data protection, information governance and freedom of information. Despite undertaking 2 recruitment exercises it was not possible to make a suitable appointment. Consideration has been given to other measures, e.g. reprioritisation of matters, use of overtime/additional time arrangements but they do not provide sufficient resource to provide a viable option for cover on current workloads. Consequently a temporary agency appointment has been made of an experienced local government solicitor with over 25 years post qualification experience through Matrix (after achieving a substantial discount on the published hourly rate).

To continue with agency cover for the full period of the anticipated maternity leave would require additional funding of £13,000 over and above existing budgets. Given the importance of continuing with the above work, in particular continuing to provide a service in matters such as prosecutions for fly-tipping, noise, dog offences and littering and tackling ASB and drug related matters (all of which are key priorities in the Council Plan) it is proposed that part of the Legal Services' underspends for 16/17 are applied to meet this shortfall in provision.

## **STREET SCENE**

### [6] Digitalisation of Street Cleansing & Ground Maintenance records - £6,000

Officer time is required to transfer the current paper records onto GIS to enable work to be quantified and managed more efficiently within available resource. It is estimated that this will take up to six months (2 days per week) and cost approximately £4,500. It will also be necessary to purchase map layers for the GIS software system to enable this work to be completed at an estimated cost of £1,500.



## APPENDIX 2 - BUDGET MEASURES AGREED FOR 2017/18

Date Agreed	Ref.	Measure	Savings Target £000
<b>LEISURE AND WELL BEING SERVICES</b>			
Feb 2016	PO1	Operate the Chapel Gallery and Arts Service on a more commercial basis in accordance with a Commercial Development Plan (10k target in 2016/17 and an additional 10k target in 2017/18, giving 20k in total)	10
<b>LEGAL AND DEMOCRATIC SERVICES</b>			
July 2016	OP3	Planned implementation of debt recovery case management workflow allowing efficiency savings	9
July 2016	OP4	Review of Legal Fees and Charges to external service users further developing the cost recovery principle	2
July 2016	OP6	Cease provision of MPLS lines and broadband to Members	23
<b>FINANCE AND HR SERVICES</b>			
July 2016	OP8	Internal Audit Restructure	21
Feb 2016	PO7	Reduce concurrent grants paid to parishes by 10% per year over 3 years	6
Feb 2016	PO8	Reduce council tax support grants paid to parishes by 10% per year over 3 years	5
<b>HOUSING AND INCLUSION - TRANSFORMATION</b>			
July 2016	OP1	Review of the number of households claiming council tax single person discount	18
July 2016	OP2	Review of level of business rates income being paid by businesses to ensure it is accurate and up to date	44
Feb 2016	PO6	Renegotiation of Lancashire County Council shared services contract for Revenues, Benefits and ICT services (10% savings target of 320k less 42k agreed for 2016/17, gives 278k additional target for 2017-18)	278
Feb 2018	H&I2	Digital by Preference - the savings target for this initiative is £30,000 in 2017-18, increasing to £97,000 in 2018-19	30

## APPENDIX 2 - BUDGET MEASURES AGREED FOR 2017/18

Date Agreed	Ref.	Measure	Savings Target £000
<b>DEVELOPMENT AND REGENERATION</b>			
Jul 2015	PO12	Increase in Planning Application fee income based on an anticipated rise in Government determined fee levels	40
Jul 2015	PO15	Increase in charge / income for Street Naming and numbering (5k in 2016/17 and additional 2k in 2017/18)	2
Jul 2015	N/a	Surplus generated by the Greenshoots project	30
Nov 2015	N/a	Additional surplus generated by rebuild of 34 & 36 Gorsey Place	13
July 2016	N/a	Surplus generated by the Wheatsheaf Walks site purchase	30
<b>STREET SCENE</b>			
July 2016	OP7	Negotiate extension to existing Transport Contract at a reduced cost	50
Oct 2016	OP9	Introduce garden waste charging - target for additional income and cost savings of 500k in 2017-18 and 600k in 2018-19	500
Oct 2016	OP10	Remove static recycling sites across the Borough	6
<b>CORPORATE</b>			
Oct 2016	OP12	Reduce time period for discretionary council tax discounts on empty properties by half	15
Oct 2016	OP15	Changes to lump sum car allowances and car mileage rates	50
		<b>Total</b>	<b>1,182</b>

## APPENDIX 3 - GRA MEDIUM TERM FINANCIAL FORECAST 2018-2021

	2018-19 £000	2019-20 £000	2020-21 £000	Total £000
<b>GOVERNMENT GRANT FUNDING</b>				
<p><b><u>1. Revenue Support Grant (RSG)</u></b>                      The Government will provide £870,000 of RSG funding to the Council in 2017-18. However the Finance Settlement published in February 2017 confirmed that RSG funding will halve in 2018-19 before ceasing entirely from 2019-20 onwards. This factor will have a significant impact on the service offer that the Council will be able to provide in future years.</p>	435	435	0	870
<p><b><u>2. Housing Benefit Administration grant</u></b>                      The admin grant for Housing Benefit has been continuously reduced in recent years, and its level fell by £34,000 in 2017-18 to £324,000. It is expected that this grant will continue to reduce in future years at broadly the same rate.</p> <p>It is not possible at this time to predict the financial impact that the roll out of Universal Credit will have on this service area and consequently this position will continue to be closely monitored going forward.</p>	35	35	35	105
<p><b><u>3. New Homes Bonus Grant</u></b>                      This is a performance reward grant that provides an incentive to stimulate new house building, bring empty homes back into use, and to increase the number of affordable homes. This grant is expected to reduce significantly in future years as a result of changes in the formula that the government use to calculate the grant.</p> <p>The numbers of new homes being built will play a key role in determining how much grant will be received from this source, and the estimates have been based on the latest 2 year average (around 300 per year).</p>	650	140	165	955

	2018-19 £000	2019-20 £000	2020-21 £000	Total £000
<b>CORPORATE FUNDING FROM COUNCIL TAX AND BUSINESS RATES</b>				
<b><u>4. Increase in the Council Tax Base</u></b> The main factors that can cause the council tax base to change are the number of new homes that are built in the borough and the number of council tax support claimants. It has been forecast that the tax base will increase by around 1.2% per year in the future, based on the average increase over the last 3 years.	-80	-80	-80	-240
<b><u>5. Increases in the Council Tax Level</u></b> For planning purposes it has been assumed that the council tax level will increase by £5 for a band D property, which is around a 2.6% average rise, in line with the actual increase in the Council tax which was made for 2017-18.	-170	-170	-170	-510
<b><u>6. Increase in the Business Rates Base</u></b> It is forecast that the amount of business rate income will grow in future years based on consideration of trend increases in the business rates base, known new developments and other relevant factors.	-65	-65	-65	-195
<b><u>7. Increase in the level of the Business Rates NNDR Multiplier</u></b> It is Government policy to increase the level of business rates in line with inflation. It is assumed that income will increase by 3% in 2018-19 and 2019-20, and then by 2% in 2020-21.	-90	-95	-65	-250

	2018-19 £000	2019-20 £000	2020-21 £000	Total £000
<b>SERVICE EXPENDITURE AND INCOME</b>				
<p><b><u>8. Employee Pay Awards</u></b>  For planning purposes it is assumed that the level of the general pay award will be 1% per year in line with government announcements on public sector pay. However this factor is determined by national pay bargaining and consequently is not within the Council's direct control.</p> <p>It has also been assumed that the level of the living wage will increase at a higher rate, which will affect a relatively low number of staff on the lowest spinal column points.</p>	145	145	145	435
<p><b><u>9. Contract inflation and other base budget uplift factors</u></b>  Council contracts typically contain provisions to uplift costs in line with relevant inflationary factors. This heading also allows for other standard base budget uplift factors that are required to maintain agreed service levels.</p>	120	120	120	360
<p><b><u>10. Reduction in LCC Funding for the Lancashire Waste Partnership Agreement</u></b>  The current agreement comes to an end at the end of the 2017-18 financial year and is currently worth £950,000 per year. Lancashire County Council have indicated that they will cease to provide this funding at this time, although discussions are taking place about what arrangements may be implemented to replace the current agreement. For planning purposes it is important to recognise this potential income loss given its significant adverse impact.</p>	950	0	0	950

	2018-19 £000	2019-20 £000	2020-21 £000	Total £000
<b>OTHER BUDGET FACTORS</b>				
<p><b><u>11. New Budget issues</u></b>            This factor is a provision for new and additional budget pressures. Past experience demonstrates that each year the Council will face new and unavoidable budget increases and consequently an allowance for this factor needs to be included in the financial forecasts although it cannot be estimated with certainty.</p>	125	125	125	375
<p><b><u>12. Previously agreed policy options that will have a further impact in 2018-19</u></b>            There are a number of policy options that have already been approved which will have a further financial impact in 2018-19. Garden waste is the main factor under this heading, where it is expected that cost savings will be possible in 2018-19 as a result of changes in activity levels following the introduction of charging.</p>	-130	0	0	-130
<b>BUDGET GAP</b>	<b>1,925</b>	<b>590</b>	<b>210</b>	<b>2,725</b>



### **FACTORS CONSIDERED BUT NOT QUANTIFIED IN THE FORECAST INCLUDE**

- Devolution of Business Rates from 2020 – it is not clear how this proposed new system will operate but from the information provided to date it is expected to have a net nil financial impact on local authorities (any extra funding that comes with the new system will be matched by new responsibilities)
- The potential impact of universal credit
- Potential future political changes at both national and local level
- The potential impact of the EU referendum result
- New legislative requirements
- Potential future capital financing requirements

### **KEY RISKS AND SENSITIVITIES IN THE FORECAST INCLUDE**

- Government decisions on any further potential changes to the New Homes Bonus Grant system
- Numbers of new homes built in the Borough
- Changes in the business rate base
- Levels of economic activity
- General inflation rates
- Pay inflation rates
- Interest rates
- Changes in the number of council tax support claimants



## APPENDIX 4 - EFFICIENCY IMPROVEMENTS THAT DON'T REQUIRE PUBLIC CONSULTATION

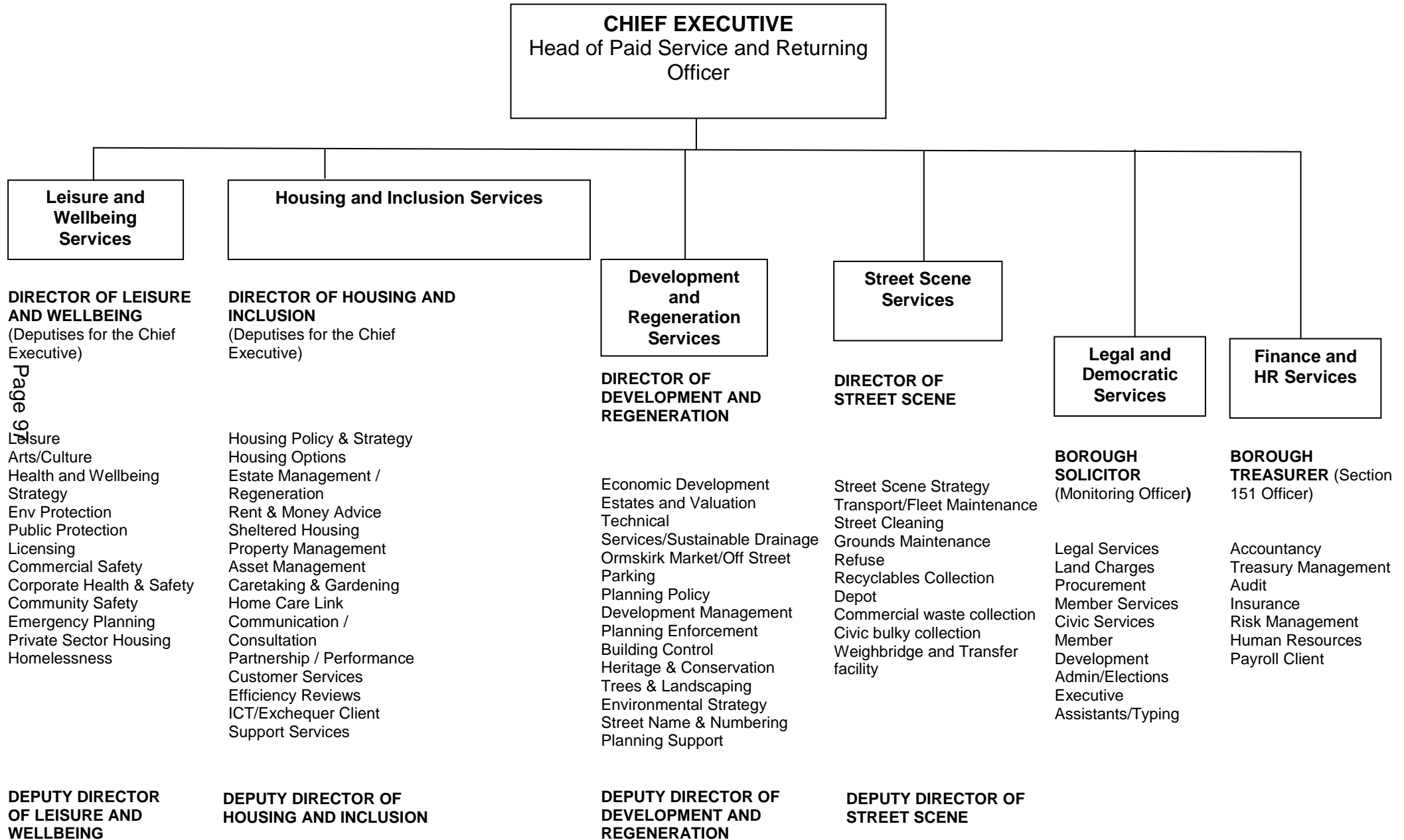
Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Comments
		18	19	20	
OP1	Leisure and Wellbeing Budget Streamlining	11	11	11	This proposal involves reducing the budgets for Pollution Control analyst and consultant fees, miscellaneous savings on Homelessness and Private Sector Housing, and deleting a Playing Fields maintenance budget that is no longer required.
OP2	Reduction in leased vehicles for Environmental Enforcement Officers	5	5	5	This option would involve reducing the number of vehicles from 3 to 2. One of the vehicle leases expires in April 2018.  Officers will need to plan their days and organise their work to ensure they have a vehicle available when they need it.
OP3	Legal and Democracy Budget Streamlining	11	11	11	This proposal incorporates a range of minor savings in a number of different areas including Civic Administration and Expenses, and Land Charges.

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Comments
		18	19	20	
OP4	Corporate budget streamlining – increase the central savings target for efficiency savings based on recent performance	165	165	165	A favourable budget variance of £391,000 was achieved in 2016-17. After allowing for related budget savings that have already built into the budget for 2017-18, as well as temporary factors, this suggests a further saving of £165,000 could be achieved in this area.
OP5	Treasury Management Savings from using cash balances to avoid the need to borrow at higher interest rates	88	88	88	This saving has been built into the 2017-18 budget on a temporary basis. This policy option looks to agree this approach on a permanent basis.
OP6	Reduce the Minimum Revenue Provision (MRP) on historical balances in the Capital Financing Requirement from 2% to 1%	25	25	25	This change to the Council's MRP approach to the repayment of debt would need to be discussed with our external auditors.

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Comments
		18	19	20	
OP7	<p>Housing and Inclusion Staff Restructuring including the transfer of the Home Care Link Service from Leisure and Wellbeing to Housing and Inclusion.</p> <p>This option would involve 2 voluntary redundancies, 2 staff being declared at risk with one post ring fenced for them, 6 staff being declared at risk but with suitable redeployment offers identified, 9 vacant posts being deleted, 6 new posts being created and changes in job roles for a range of staff.</p>	73	73	73	<p>The total saving from this restructuring will be £166,000 subject to job evaluation of new and amended posts. The GRA saving will be £73,000 (as shown across) with a £93,000 saving for the HRA.</p> <p>The exit costs for the voluntary redundancies would be £53,790 for the Borough Transformation Manager and Deputy Director of Housing and Inclusion and £110,790 for the Consultation and Communications Manager.</p> <p>A new post will be ring fenced for the 2 staff at risk, but if it is not possible to redeploy the other member of staff there would be a potential maximum exit cost of £77,420.</p>
OP8	Replace distribution of waste / recycling calendars with an on line facility	11	11	11	Facilities would be provided on line to search by postcode or to download a calendar.
OP9	Change approach to Street Scene Out of Hours service provision	8	8	8	Alternative arrangements will be put in place to ensure that the relatively low number of Out of Hours issues that arise can be dealt with effectively. Standby payments to 2 members of staff will cease.

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Comments
		18	19	20	
OP10	General Efficiencies Programme	50	100	150	<p>This programme will give specific consideration to delivering cashable savings from further efficiency improvements across all GRA services and from cross service reviews. This could be staff savings or procurement / supplies and services savings, including the saving that has recently been achieved on the renegotiation of the Insurance contract.</p> <p>Any significant impacts from this programme will be reported to Members in line with our normal arrangements.</p>
OP11	Seek efficiencies from the Leisure Contract in advance of the new procurement initiative	TBC	TBC	TBC	In advance of the procurement initiative, potential savings could be explored with the current leisure provider.
<b>TOTAL</b>		<b>447</b>	<b>497</b>	<b>547</b>	

# WEST LANCASHIRE BOROUGH COUNCIL







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## **TO THE DIRECTOR HOUSING AND INCLUSION**

### **(i) HOUSING (GENERAL)**

1. To review housing need in accordance with Relevant Legislation.
2. To acquire, hold and dispose of housing land in accordance with the wishes of the Council.
3. To co-ordinate the Council's Housing Strategy and housing investment approvals mechanisms.
4. To administer and manage the sale of Council dwellings and/or land in respect of "Right to Buy" in accordance with Relevant Legislation and Policies of the Council.
5. In consultation with the relevant Portfolio Holder,
  - (a) to make minor amendments to the Housing Strategy 2014-2019 and Year 1 Action Plan and
  - (b) to develop, on an annual basis, a Housing Strategy Action Plan for years 2 to 5 inclusive.
6. To manage consultation forums and panels as required.
7. To be responsible for Part VI of the Local Government and Housing Act 1989 as amended in relation to housing finance.
8. To be responsible for making payments in accordance with Council Policy on Homelessness, disturbance and subsidy.
9. To respond, after consultation with the relevant Portfolio Holder, to the Homes and Community Agency, Department for Communities and Local Government and other agencies regarding applications for funding where there is insufficient time for this to be considered formally by Cabinet or Council as appropriate.
10. In consultation with the relevant Portfolio Holder, to prepare, conduct and publish the results of housing surveys.
11. To approve and enter into such nomination, management and other agreements as shall be necessary for the implementation of Registered Social Landlords or other Social Housing providers as Managing Agents Schemes and to apply for any consents.
12. To administer relevant provisions, give authorisations, directions, serve notices, enforce, carry out work in default, raise and recover charges, issue formal cautions and to lay information and complaints to Court in relation of offences in appropriate cases under the following enactments and any Act or Acts extending or amending the same or incorporating them and under any order of regulations made upon the said Act or Acts:

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Local Government Act 1972  
Local Government (Miscellaneous Provisions) Acts 1976 and 1982  
Building Act 1984  
Housing Act 1985  
Housing Act 2004 (with effect from the appropriate enactment dates for each Section of the Act)  
Local Government and Housing Act 1989  
Environmental Protection Act 1990  
Housing Grants, Construction and Regeneration Act 1996  
Home Energy Conservation Act 1995  
Local Government Act 2000  
Regulations Reform (Housing Assistance) (England and Wales) Order 2002  
Town and Country Planning Act 1990 (Sections 215, 216 and 219)

13. To appoint officers where appropriate as authorised officers or inspectors and to authorise officers to sign documents and to lawfully enter land/premises in connection with their duties under the following enactments or re-enactments thereof:

Local Government (Miscellaneous Provisions) Acts 1976 and 1982  
Building Act 1985  
Housing Act 1985  
Local Government and Housing Act 1984  
Environmental Protection Act 1990  
Housing Grants, Construction and Regeneration Act 1996  
Home Energy Conservation Act 1995  
Housing Act 1996  
Regulatory Reform (Housing Assistance) (England and Wales) Order 2002  
Housing Act 2004  
Town and Country Planning Act 1990 (Sections 215, 216 and 219)

14. To authorise the service of Notices requiring information as to the ownership of land/premises.
15. To authorise to undertake the necessary procedures under the Affordable Housing First Steps Scheme Procedure and/or similar equity based products to advertise and administer the scheme in the Borough.
16. In accordance with S323(1) of the Companies Act 2006, to be a Director of ARCH on behalf of the Council along with the Portfolio Holder for Housing and Landlord Services, in order to attend any meeting and execute voting rights.
17. In consultation with the relevant Portfolio Holders develop an Assistance Package for private owners to enable them to be part of a comprehensive Energy Efficiency Scheme.
18. To determine the rent levels to be charged each year for as long as the Government's rent reform arrangement exists and to report this to Members as part of the budget process.

19. To determine service charges in respect of Sheltered Accommodation Schemes in accordance with the Government's Rent and Service Charge Reforms for as long as those conditions existed and to advise Members of those charges as part of the budgetary process.
20. In consultation with the relevant Portfolio Holder to set rent levels for new tenancies in Sheltered Housing in accordance with relevant regulations once these are in place.
21. In consultation with the relevant Portfolio Holder, to proceed with an option appraisal on a scheme by scheme basis of vacant resident warden accommodation to determine future use, and where appropriate to redevelop or sell on the open market, subject to obtaining all necessary consents and approvals.
22. In consultation with the relevant Portfolio Holder, to proceed with an option appraisal on a scheme by scheme basis of Category 1 Communal Lounges to determine future use, and where appropriate, redevelop or sell on the open market, subject to obtaining all necessary consents and approvals.

## **(ii) HOUSING (OPERATIONAL)**

1. To administer, manage and maintain the Council's Housing Stock in accordance with the Relevant Legislation and Policies of the Council.
2. In relation to the Housing Allocations Scheme/Choice Based Lettings Policy:
  - (a) to review and make changes, in light of legislative changes
  - (b) to administer and manage the Policy, including making nominations to Registered Social Landlords.
  - (c) In consultation with the relevant Portfolio Holder, to consider on a scheme by scheme basis the introduction of a local lettings policy as part of initial Council nominations to any future Registered Provider schemes where those schemes are not covered by local connection criteria as contained in the Council Housing Allocation Scheme/Choice Based Lettings Policy.
3. To authorise lettings of dwellings as part of the Extra Care arrangements with LCC Social Services and also in relation to learning disability arrangements as an exemption to the Council's Housing Allocation Policy.
4. To be responsible for notification and collection of service charges for leased properties.
5. To set service charges at levels that recover the costs of service provision.
6. To repair, maintain and improve the Council's housing stock.

7. To be responsible for monitoring the ethnic origin of those rehoused by the Council.
8. To operate the approved Redecoration Allowance Scheme.
9. To manage, acquire, let and dispose of garages and garage sites in accordance with Council Policy, to demolish vacant garages and storage compartments where these are not required or are in a dangerous condition and to take action including possession proceedings for the recovery of arrears.
10. To take timely appropriate action to recover all current and former tenant rent and service charge arrears, including Court action for possession.
11. In relation to the Borough Council area to take all action to ensure eviction of tenants who are, or accommodate individuals, who receive ASB orders from Her Majesty's Courts Service [HMCTS]
12. To appoint consultants, professional witnesses, expert witnesses and any other similar type of person where he considers it appropriate to facilitate investigations into Housing matters and/or the conduct of legal proceedings (civil or criminal).
13. To serve Notices of Seeking Possession of Council dwellings for all the grounds of possession specified in Schedule 2 to the Housing Act 1985 and instruct the Borough Solicitor to commence possession proceedings on grounds 1 and 3 to 16 of Schedule 2 to the Act as amended.
14. To instruct the Borough Solicitor to commence possession proceedings on Ground 2 and 2A of Schedule 2 to the Housing Act 1985 as amended and:
  - (a) to instruct the Borough Solicitor to apply for Warrants for Eviction
  - (b) to instruct the Borough Solicitor to apply for injunctions for breach or anticipated breach of the terms of a Tenancy Agreement
15. To instruct the Borough Solicitor to apply for:
  - (i) injunctions under the provisions of Section 153A-E of the Housing Act 1996 and to apply for a Power of Arrest to be attached to an injunction if appropriate
  - (ii) injunctions for breach of the Council's Tenancy Agreement
  - (iii) an application for Committal for breach of an injunction obtained under part (i) and/or part (ii) above
16. To serve Notices to Quit in respect of land, Council dwellings, garages and garage sites and to authorise the Borough Solicitor to institute possession proceedings if a Notice to Quit is not complied with.

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17. To authorise the Borough Solicitor to institute possession proceedings in respect of unauthorised possession of land, Council dwellings and garages.
  18. To arrange, at his discretion, for replacement of broken or cracked glass in Council dwellings.
  19. To make up to a 50% contribution to the cost of maintaining or renewing party fences which delineate the boundary of Council-owned land with private owner-occupiers provided the Council's standard of provision is adopted and that the cost does not exceed the Council's estimate of a reasonable charge for the necessary work.
  20. To deal with requests to use sheltered housing scheme lounges for political surgeries on the following basis:
    - (i) Political meetings (meetings of political parties or general meetings with invited groups or the general public) be not approved.
    - (ii) Surgeries involving individual members of the public meeting with their elected representative (Councillor or MP) on a personal basis, be approved subject to reasonable conditions (to deal with Health and Safety and confidentiality issues especially) and subject to consultation with scheme residents.
    - (iii) Requests to hold other types of meetings continue to be referred to Cabinet for consideration.
  21. To approve Council house adaptations for disabled persons in accordance with available budgets after consultation with the relevant Portfolio Holder, in appropriate cases.
  22. To deal with all aspects of the Right to Manage Process, including the negotiation of necessary management arrangements.
  23. To offer sole tenants the opportunity to include their partner/spouse on a new joint tenancy and additionally, in consultation with the Relevant Portfolio Holder, to assess individual cases and, in appropriate circumstances, to refuse or grant applications.
  24. To grant tenancies to tenants, requiring housing related support services, and to charge for those services as appropriate.
  25. To enter into contracts with the providers of housing related support services for the provision of those services to relevant Council tenants.
  26. To enforce the provisions of the Anti-Social Behaviour Act 2004 as it relates to Tenancy Demotion Orders.
  27. To apply the adopted guidance in relation to Housing Fire Safety in accordance with the relevant legislation.

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28. To grant, in appropriate circumstances, Introductory Tenancies, subject to periodic review and extension if required.
  29. To serve tenancy demotion notices in appropriate circumstances and operate an appeals process in accordance with the Demoted Tenants (Review) Regulations 2004.
  30. To operate the Furnished Tenancy Scheme in accordance with Council Policy.
  31. To operate and support the Tenants and Residents Forum and recognised Tenants and Residents Associations and Council approved tenant co-regulatory arrangements.
  32. To make payments of compensation to tenants for improvements in accordance with Section 122 Leasehold Reform and Housing Urban Redevelopment Act 1993.
  33. To authorise the carrying out of maintenance works to, non commercial local authority buildings and to certify all necessary accounts.
  34. To facilitate the development and procurement of the repairs appointment system utilising BT/Lancashire in partnership with EPIX Systems Limited.
  35. In consultation with the Portfolio Holder for Housing and Landlord Services , to make minor alterations to the Tenant Downsizing Scheme in order to make it appropriate and relevant.
  36. In consultation with the Portfolio Holder for Housing and Landlord Services, to agree the Council's policy with regard to recognition criteria for tenant panels and to review and update the policy as required.
  37. In consultation with the Portfolio Holder for Housing and Landlord, to determine whether tenant panels requesting recognition should be so recognised.
  38. To update the Tenants and Residents Forum Consultation as appropriate.
  39. In consultation with the relevant Portfolio Holder to make minor drafting updates and changes arising from new legislation as required to the Council Tenure Policy and Housing Allocations Policy.
  40. In consultation with the Portfolio Holders for Housing and Landlord Services and Regeneration and Estates to enter into leases of Council dwellings where below social rents are deemed appropriate and, where this delegation is used, that it be reported via a Member Update and to the Landlord Services Committee (Cabinet Working Group).
  41. To obtain all necessary consents, approvals and permissions and to enter all necessary documentation in relation to Council Housing Lease Arrangements.
  42. To set garage rents at a level to maximise income for the HRA.

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43. To exercise discretion in applying the policy of changing baths to showers in sheltered accommodation, ground floor flats and bungalows in properties with less than 3 bedrooms.
  44. In relation to alleged behaviour affecting the Council's Housing Management function to instruct the Borough Solicitor to apply for:
    - (i) injunctions under the provisions of Part 1 of the Anti Social Behaviour, Crime and Policing Act 2014;
    - (ii) a warrant of arrest for any breaches of an injunction obtained under the provisions of Part 1 of the Anti Social Behaviour, Crime and Policing Act 2014;
    - (iii) a variation or discharge of an injunction obtained under the provisions of Part 1 of the Anti Social Behaviour, Crime and Policing Act 2014;
    - (iv) a committal application on any breach of an injunction.
  45. To service Notice Seeking Possession on the mandatory grounds specified in Section 84A of the Housing Act 1985.
  46. To instruct the Borough Solicitor to commence possession proceedings on Section 84A and Ground 2ZA of Schedule 2 of the Housing Act 1985 and apply for warrants for eviction obtained on this ground.

**(iii) TRANSFORMATION AND INCLUSION SERVICES (wef. 6 November 2017)**

**A. VOLUNTARY SECTOR GRANTS**

1. To approve, in consultation with the Voluntary Sector Grants Working Group, the making of grants to voluntary organisations.
2. To award grants under the Older People's Grant Scheme, in consultation with the Champion for Older People.

**B. CONSULTATION AND INFORMATION**

1. To appoint consultants to undertake market research subject to there being appropriate budgetary provision.
2. In consultation with the relevant Portfolio Holder, to update the "Policy on the Publication of the Citizens Guide list of Clubs and Organisations – print and on line" as required.

**C. PERFORMANCE MANAGEMENT AND ORGANISATIONAL REVIEW**

1. To prepare and issue the Council Plan document.
2. To make any necessary changes, in consultation with the relevant Portfolio Holder, to the performance management framework.

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3. In consultation with the relevant Portfolio Holder, to review and update the Organisational Re-Engineering Strategy.
  4. In consultation with the relevant Portfolio Holder, Borough Treasurer, Chief Executive and relevant Head of Service, to select, undertake and implement Organisational Re-Engineering Projects.

#### **D. ICT**

1. To review and update as appropriate in consultation with the relevant Portfolio Holder the Protocol on the use of ICT by Members.

#### **E. COMMUNITY TRANSPORT**

1. To draw up, negotiate and enter into a Grant Funding Agreement for the provision of Community Transport in West Lancashire with Lancashire County Council, in consultation with the Borough Solicitor and relevant Portfolio Holders.

#### **F. BENEFITS**

1. To pursue all cases where payments have been made in respect of Housing and Council Tax Benefit and all other appropriate Social Security Benefits as a result of false or dishonest claims and to have criminal and any necessary recovery proceedings instituted where appropriate.
2. To deal with the administration of the Housing and Council Tax Benefit Schemes for all claimants including those decisions relating to individual applications under legislation at the time in force and in particular to decide:
  - (a) whether to grant benefit to a date prior to the date of the claim; and
  - (b) whether or not to recover any amount of benefit to which has been overpaid where such discretion is allowed.
3. To make Discretionary Housing Payments where appropriate.
4. To enter into a Delivery Partnership Agreement, and any subsequent agreements, with the Department of Work and Pensions (DWP) and other supporting third party organisations to support residents in West Lancashire who claim Universal Credit, including entering into all necessary documentation and obtaining all necessary consents.

#### **G. BENEFITS FRAUD**

1. To make minor amendments to the Council's Benefit Sanctions and Prosecution Policy as required, in consultation with the Borough Solicitor.
2. To make minor amendments to the Council's Code of Practice for obtaining information from employers, contractors, the self-employed and landlords as required, in consultation with the Borough Solicitor.



3. To administer relevant provisions of the Social Security Administration (Fraud) Act 1997 and to institute criminal proceedings for offences in appropriate cases.
4. In consultation with the Leader, to vary the application of the Benefits Fraud Sanctions and Prosecution Policy and the sanctions offered in instances where it is in the public interest, or all parties concerned, or as a result of comments received from the courts in respect of prosecutions.

## **H. DEBTORS**

1. To remit charges or to write off irrecoverable debts up to a limit of £5,000 in individual cases, and to remit or write off debts above £5,000 where any of the following apply:
  - (a) the debtor has gone into liquidation and there is little likelihood of the debt being collected
  - (b) the debtor has absconded and all enquiries have failed
  - (c) the debtor is in prison and has no means to pay
  - (d) the debtor has died and there is no estate.

All sums above £5,000 and not falling within the four categories above shall be reported for write-off to the Cabinet or Council as appropriate.

2. To recover arrears of rent and/or service charges on termination of a tenancy and to authorise the Borough Solicitor to institute court proceedings in respect thereof.

## **I. NNDR**

1. To determine applications under Sections 47 and 49 of the Local Government Finance Act 1988 in relation to discretionary rate relief/hardship relief after consultation with the Leader of the Council.
2. To grant Mandatory Non-Domestic Rate Relief to both new and existing applicants.
3. To grant Discretionary Non-Domestic Rate Relief on an annual basis, to existing beneficiaries, in accordance with Council Policy.
4. To administer relief for partly occupied hereditaments under Section 44A of the Local Government Finance Act, 1988.
5. To draw up a local policy for local business rate discounts, in consultation with the relevant Portfolio Holder.

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## **J. HOUSING ADVANCES**

1. (a) To authorise the Borough Solicitor in respect of properties in mortgage to the Council to take Possession Proceedings or to stay Possession Proceedings if there are any good grounds for so doing, or if satisfactory arrangements can be made.
- (b) To make arrangements to sell and dispose of those properties taken into possession, and to make all necessary arrangements so far as other mortgages and encumbrances are concerned.
- (c) To make such arrangements as may be necessary with mortgagors who have difficulty in meeting their repayments due to circumstances beyond their control.
- (d) To make arrangements with mortgagors who wish to have their mortgage term extended because of difficulty in maintaining monthly payments.

## **K. LOCAL TAXATION**

1. To be responsible for the administration, collection and recovery of all local taxation monies including those decisions appertaining to cancellation of summons costs, refunds of monies in accordance with legislation, (including the payment of interest where appropriate) the nomination of officers authorised to represent the Council in all tribunals and courts in connection therewith and the appointment of external bailiffs.
2. To sign, on behalf of the Council, voting Forms to be used in recovery of debt proceedings, where it is necessary to have the Council's interests protected, but is not necessary to use the Council's Seal.
3. To attend meetings of Creditors, etc., and to vote thereat on behalf of the Council to protect the Council's interests in the recovery of sums due to the Council.

## **L. OTHER**

1. To recover debts due to the Council, and to instruct the Borough Solicitor to institute court proceedings in respect thereof.
2. To serve all Notices, including Requisitions for Information under any enactment, and to take action, including instructing the Borough Solicitor to institute proceedings, in respect of the non-return of information to the local authority following the service of any notices or requisitions for information.
3. In consultation with the relevant Portfolio Holder to prepare and issue an annual addendum to the Parish and Town Council Charter.

**N.B. AGREEMENTS WITH LANCASHIRE COUNTY COUNCIL AND BT LANCASHIRE SERVICES LIMITED**

All appropriate delegated authority was given by the Council on 20<sup>th</sup> July 2011 to give effect to the provisions of the Shared Services Agreement and Secondment Agreement in relation to the partnership with Lancashire County Council and One Connect Limited as stated therein. One Connect Limited changed its name to BT Lancashire Services on 17 April 2014.



2.2 In the cases where the Proper or Designated Officer of the Council is absent or otherwise unable so to act, then the undermentioned officers be authorised to act as such Proper or Designated Officer:

<b>Proper Officer</b>	<b>Officer Designated to Act in the Absence of the Proper Officer</b>
Chief Executive	Borough Solicitor Director of Leisure and Wellbeing Director of Housing and Inclusion
Borough Solicitor	Legal and Member Services Manager
Borough Treasurer	Deputy Borough Treasurer
Director of Leisure and Wellbeing	Deputy Director of Leisure and Wellbeing  Commercial Safety and Licensing Manager (Food Safety)  Environmental Protection and Community Safety Manager (Dogs)  Homelessness and Private Sector Housing Manager (Residential Premises)
Director of Development and Regeneration	Deputy Director of Development and Regeneration
Director of Housing and Inclusion	Deputy Director of Housing and Inclusion
Director of Street Scene	Deputy Director of Street Scene Transport Manager Supervisory Support Officer

2.3 "Proper Officer" shall be taken to mean the Officer appointed above by the Council for the purpose of this Scheme or in default of such appointment, the Chief Executive.

### **3.0 DELEGATION TO OFFICERS**

3.1 The following powers and duties are delegated to the officers named in 4.0 - 6.0 and Constitution 4.2A – 4.2E within the normal constraints of Council policy. Decisions shall be taken in the name of (but not necessarily personally by) that officer.



	<p>Technical Services Manager</p> <p>Estates and Valuation Manager</p> <p>Economic Regeneration Manager</p>	<p>Control</p> <p>Technical Services</p> <p>Property/Estates</p> <p>Economic Development, Regeneration and External Funding</p>
<p>Director of Housing and Inclusion</p>	<p>Deputy Director Housing and Inclusion</p> <p>Housing (Operations) Manager</p> <p>Support Services Manager</p> <p>Property Services Manager</p>	<p>All matters, including Home Care Link</p> <p>Housing Management</p> <p>Housing Administration and Finance, Strategy and Performance</p> <p>Improvement Repairs and Maintenance</p>
<p>Director of Street Scene</p>	<p>Deputy Director Street Scene</p> <p>Transport Manager</p> <p>Supervisory Support Officer</p> <p>Operations Manager Street Scene</p>	<p>All matters</p> <p>Transport/All matters</p> <p>Performance/All matters</p> <p>Operations</p>





## APPENDIX 6 - POTENTIAL POLICY OPTIONS FOR CONSULTATION

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Impact of policy option on service/customers	Comments (including exit costs)
		18	19	20		
		18	19	20		
OP12	Increase Bus Station departure charges to Bus Companies from 7.5p per departure to 50p	24	24	24	Bus operators have objected to proposed increases in the charges in the past. They could stop using the bus station and drop off / pick up at bus stops instead.	Charges have not increased since 1981. Other bus stations in the area and in Lancashire are charging between 50p and 75p per departure.  This option could be affected by the proposed Moor Street Gateway Project.
OP13	Home Care Link – look to at least break even or else review the provision and model of service delivery	70	70	70	The impact would be dependent on the development of the service and the outcome of reviews.	This trading account currently has a budgeted net deficit of £70,000 per year.  It is a discretionary service that the Council does not have to provide.

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Impact of policy option on service/customers	Comments (including exit costs)
		18	19	20		
OP14	General Income Programme e.g. new trading areas, expansion of existing trading, increase in level of existing fees and charges etc	80	130	180	Generation of additional income from increasing and extending fees and charges.	<p>This programme covers a range of items including:</p> <ul style="list-style-type: none"> <li>• Where appropriate, increases in the level of fees and charges each year in line with inflation</li> <li>• Charging for the provision of procurement advice to third parties</li> <li>• Increasing Trade Waste Charges by 6% from April 2018</li> <li>• Increasing the charge for replacement waste containers from £23 to £25 from October 2017</li> <li>• Increasing planning application fees in line with government guidelines where possible</li> <li>• Charging for an additional catering van at Coronation Park, Ormskirk during peak visitor periods</li> </ul>
OP15	Cease provision of civic car and chauffeur.	31	31	31	Reduced officer support for mayoral role, but with no reduction in level of civic activity.	<p>Mayor to self-drive to functions and to claim mileage allowance for distance travelled. Retained ability to hire vehicle for one-off high profile events. Costs of approximately £5,000 retained for vehicle hire and mileage allowance. Assumes approximately 8 civic visits per year for vehicle hire.</p> <p>Potential exit costs of £32,700.</p>

Ref Code	Policy Option/Initiative	Estimated net ongoing savings generated (£000s) from April			Impact of policy option on service/customers	Comments (including exit costs)
		18	19	20		
		32	32	32		
OP16	Reduced Civic Services and Mayoral Role – there are a range of options that could save up to £32,000	32	32	32	Loss of civic presence throughout the district and the hosting of events.  Potential for disappointment with loss of community figurehead.	Potential exit costs of £22,980.
OP17	Cross service review of Grounds Maintenance and Street Cleansing Services	75	150	150	The impact would depend on the outcome of the review. Existing service specifications have not been considered in recent times	In addition to savings for the GRA there would also be savings for the HRA. Funding of £25,000 from the Policy Options Reserve will be used to employ consultants to undertake this review.
<b>TOTAL</b>		<b>312</b>	<b>437</b>	<b>487</b>		



APPENDIX 7

# Equality Impact Assessment Form



<b>Directorate: Housing &amp; Inclusion</b>	<b>Service: Housing &amp; Inclusion</b>
<b>Completed by: Jacqui Sinnott-Lacey</b>	<b>Date: 28.06.17</b>
<b>Subject Title: Restructure of Housing and Inclusion Directorate</b>	

## 1. DESCRIPTION

Is a policy or strategy being produced or revised:	No <i>*delete as appropriate</i>
Is a service being designed, redesigned or cutback:	Yes
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	No
Details of the matter under consideration:	The report details how the Directorate will be restructured in order to place it in the best possible position to deliver quality services and to maximise value for money for both the service and the Council as a whole.

*If you answered **Yes** to any of the above **go straight to Section 3**  
 If you answered **No** to all the above **please complete Section 2***

## 2. RELEVANCE

Does the work being carried out impact on service users, staff or Councillors (stakeholders):	<i>*delete as appropriate</i>
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered <b>Yes</b> go to <b>Section 3</b></i>	
If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	

## 3. EVIDENCE COLLECTION

Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	The restructure will impact on Council tenants; residents of the borough, together with staff.
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	See above

<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <p>Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity</p>	<p>As the restructure will have a positive impact on citizens and stakeholders throughout the borough, it is anticipated that all protected characteristics listed below will be affected to a lesser or greater degree.*</p>
<p><b>4. DATA ANALYSIS</b></p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>Council tenants and leaseholders are direct consumers of the service, although wider citizens are also customers affected, due to the fact that there are corporate services being redesigned (such as Customer Services and accessibility options).</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>The restructure will provide for a more efficient and effective services which places consumers firmly at the centre of service delivery. The reshaping of the service will also deliver both cash and efficiency.</p>
<p>What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?</p>	<p>Recent research has shown that there is room for further improvements in terms of service delivery, customer satisfaction and in trying to meet consumer expectations, within a climate of financial austerity.*</p>
<p>What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?</p>	<p>Please see above sections/answers marked *</p>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	
<p><b>5. IMPACT OF DECISIONS</b></p>	
<p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p>	<p>Please see above sections/answers marked * together with section 6 below</p>
<p><b>6. CONSIDERING THE IMPACT</b></p>	
<p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why</p>	<p>The only potential negative impact relates to changes to some officers' roles, although all HR policies will be strictly adhered to in moving to</p>

this is the case (e.g. legislative or financial drivers etc.).	the new structure.
What actions do you plan to take to address any other issues above?	See above
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	Both the implementation of the new structure and the services delivered following this will be carefully monitored and reviewed continually by the Director of Housing & Inclusion.







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**Report of:** Borough Treasurer

**Contact for further information:** Mr J Smith (Extn. 5093)  
Mr M Kostrzewski (Extn. 5374)

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**SUBJECT: TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR PERFORMANCE 2016-17**

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## **Borough wide interest**

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

- 1.1 To set out details of the Treasury Management performance and Prudential Indicators for the year ended 31 March 2017, and to consider a budget update for a capital scheme.

### **2.0 RECOMMENDATIONS**

- 2.1 That the performance for the 2016-17 financial year be noted.
- 2.2 That the budget figures for the Gorseley Place capital scheme set out in section 8 of this report be approved.
- 

### **3.0 BACKGROUND**

- 3.1 Treasury Management covers the management of the Council's cash flows, banking, investments and borrowing. Given the large sums of money involved it is an important area of the Council's finances and is subject to a specific set of rules and regulations.
- 3.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, which has been adopted by the Council, requires a number of reports to be made to Council on Treasury Management

activities. This includes details of performance during the year and the exercise of powers delegated to the Borough Treasurer.

3.3 The introduction of the Prudential Code for Capital Finance has allowed Councils to determine their own level of borrowing, taking account of a set of prudential indicators. The general principle is that borrowing is to be affordable, prudent and by conclusion sustainable.

3.4 Cabinet considered a report on the redevelopment of Gorsey Place at its meeting on 13<sup>th</sup> June 2017 and resolved:

A. That the Director of Development and Regeneration be authorised to take all necessary steps to rebuild and refurbish units 34 and 36 Gorsey Place using insurance and reserve funding as detailed in section 5 of the report, subject to the budget impact being approved by Council on 19 July 2017.

B. That the Director of Development and Regeneration in consultation with the Leader of the Council and the Portfolio Holder for Finance, take all necessary steps to extend enhancement works to the other two adjoining units as detailed in section 5.5 of the report (Numbers 38 and 40 Gorsey Place), subject to the budget impact being approved by Council on 19 July 2017.

3.5 Section 8 of this report sets out the details on this project and the budget impact that requires Council approval.

#### 4.0 INVESTMENT PERFORMANCE

4.1 The Council's investment activity during the year continued to be influenced by external and market factors, such as the continuation of the Funding for Lending Scheme, which has had a negative impact on investment returns. The Bank of England Base Rate started the financial year at 0.5% and was reduced in August 2016 to 0.25% as a consequence of the BREXIT vote and this was another major determining factor in continuing low investment returns. The main priority however remains to guarantee the security of the funds invested. The average amount of investments during 2016-17 was £19.1m compared to £21.9m in 2015-16.

4.2 The following table provides details on investment activity over the last 2 years.

	<u>2016-17</u>	<u>2015-16</u>
External Investment Interest earned	£90,980	£122,651
Annual Turnover	£152 million	£189 million
Number of individual investments	32	48
Average Interest Rate earned	0.389%	0.535%
<u>Number &amp; type of organisations invested in</u>		
Local Authorities	1	0
Building Societies	3	3
Banks	4	4

- 4.3 As part of the ongoing exercise to achieve Best Value in Treasury Management, we continue to monitor performance of the Council's investment activities against a benchmark of the average 3-month LIBID interest rate. The average interest rate earned by the Council, on its investments, was 0.389%. This was higher than the average LIBID rate of 0.32%. This, once again, represents good performance and shows that we are continuing the trend established over previous years. This position is especially favourable given that we currently do not invest funds for longer periods than three months. As part of our procedures for minimising risk, the Council only invests in the highest rated UK based financial institutions.

## **5.0 COUNCIL BORROWING**

- 5.1 At the start of the financial year the Council had outstanding long term borrowing of £88.212m, from the Public Works Loan Board which was related to HRA self-financing.
- 5.2 By the end of the financial year the position had remained unchanged. Total interest payments of £3.057m were made in 2016-17 in order to service the self-financing debt.
- 5.3 The funding resources for the Council's capital works for 2016-17 did not include any element of external borrowing in order to achieve the programme. Instead a combination of mainly internally generated resources and capital grants was utilised in order to fund the different schemes detailed in the plan. However achieving the HRA Business Plan and Capital Investment Programme may require external borrowing to be taken out and this position has been reflected in the budgets agreed by Council in February 2017.

## **6.0 EXERCISE OF DELEGATED POWERS**

- 6.1 The current Counterparties list is set out in Appendix A. This shows the types of organisations that have been approved for investment purposes, and the maximum amount and loan period for investing with a single organisation. This is in accord with the previously agreed Treasury Management protocol which has been approved by Members.
- 6.2 The Borough Treasurer has delegated powers to take out new debt and repay existing debt. These powers ensure that the Council can obtain the best possible deals in a market where conditions can change rapidly. However this facility was not utilised during the year.

## **7.0 PRUDENTIAL CODE PERFORMANCE**

- 7.1 Appendix B details the actual Prudential Indicators for the financial year 2016-17. The overall information that this conveys is one of a healthy financial position and this confirms that the Council has a good financial standing.
- 7.2 The purpose of the Indicators is to ensure that financing costs associated with capital activities are managed in a prudent, affordable and by definition, sustainable manner.

- 7.3 The Council aims to ensure this position in a number of ways. One of the main areas in which it achieves this objective is by a robust budget setting cycle. During this process Managers must detail the revenue implications of any capital decisions, while the capital process identifies the resources available to fund the capital programme. This ensures that strategic resource planning and option appraisal of bids are fully reviewed prior to setting the programme.
- 7.4 In specific reference to the Prudential Indicator performance for 2016-17 it is worth pointing out that the net revenue stream for the GRA is in a small positive position. This is due to the fact that investment returns are currently low as detailed above, while a minimum revenue provision (MRP) has to be made.
- 7.5 The HRA net revenue position is at the level detailed primarily due to the interest payments of £3.057m on the self-financing debt. However, it must be borne in mind that the Council does not now have to pay housing subsidy to the Government, which was some £6m p.a. and consequently is in a much better financial position.
- 7.6 As a result of the self financing payment, there is now another relevant indicator that requires reporting, that being the maturity structure of borrowing. This details the differing amounts of debt, the dates of maturity and the associated interest costs relating to the payment of £88.212m. It can be seen that by structuring the debt on a long term basis that the Council benefits from the low interest charges that were available at that specific time. This enables the HRA to develop a business plan with the backdrop of a clear financial picture relating to its debt.

## **8.0 GORSEY PLACE**

- 8.1 Cabinet approved the enhanced rebuild of the fire damaged units at numbers 34 and 36 Gorsey Place and enhancement works at the adjoining units of 38 and 40 Gorsey Place at its meeting in June 2017. The enhancement involves the raising of the roof so that a mezzanine floor can be fitted. Both projects were considered appropriate as it had been assessed that there is a market demand for these types of units, which would also return an improved rental per square foot.
- 8.2 The total costs of the works would be £445,000, plus a possible contingency of £40,000. This is after taking account of the Insurance contribution, the remaining costs would be funded from the Industrial Portfolio reserve. The total extra income being generated from these works would be £34,600, which would generate a gross yield of 7.13%, which takes account of the possibility of the contingency being required.

## **9.0 SUSTAINABILITY IMPLICATIONS**

- 9.1 There are no significant sustainability impacts implications associated with this report and in particular no significant impact on Crime and Disorder. The report has no links to the sustainable Community Strategy.

## 10.0 RISK ASSESSMENT

10.1 The formal reporting to Council of Treasury Management performance and Prudential Indicators for Capital Finance is part of the overall framework set out in the Code of Practice to ensure that the risks associated with this activity are effectively controlled.

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### **Background Documents**

The following background documents (as defined in Section 100D (5) of the Local Government Act 1972) have been relied on to a material extent in preparing this Report.

<u>Date</u>	<u>Document</u>	<u>File Ref</u>
2003	CIPFA Prudential Code for Capital Finance in Local Authorities	Accountancy Office
2009	CIPFA Revised Treasury Management Code of Practice	Accountancy Office

### **Equality Impact assessment**

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

### **Appendices**

Appendix A – Approved Counterparties for External Investments

Appendix B – Outturn Prudential Indicators

## APPROVED COUNTERPARTIES FOR EXTERNAL INVESTMENTS –

Type of Counterparty	Maximum loan by Council	Maximum Period
Major British Based Banks and Subsidiaries with the highest possible credit ratings.	£5m	Up to £3m 364 days Up to £5m 6 months
British Based Building Societies. –  Only those with the highest possible credit ratings as advised by Capita ( our TM advisors )	£5m	Up to £2m 364 days Up to £5m 6 months
Other Local Authorities	£5m	Up to 364 days
Money Market Funds	£3m	Callable deposits

## NOTE:-

Given the uncertainty in the financial markets no investments are currently being made for more than 3 months.

*PRUDENTIAL INDICATORS OUTTURN 2016-17*Net Revenue Stream:

	<u>2016/17</u>	<u>2015/16</u>
General Revenue Account -	2.38%	0.96%
Housing Revenue Account -	12.11%	11.53%

This is a measure of the interest paid on borrowing / debt taking account of the interest earned on investments as a percentage of the overall Council tax or HRA expenditure requirement.

Capital Expenditure, £'000:

	<u>Budget</u>	<u>Actual</u>
General Revenue Account	£7,677	£6,119
Housing Revenue Account	<u>£15,070</u>	<u>£10,733</u>
Total	<u>£22,747</u>	<u>£16,852</u>

This Indicator is reported upon to demonstrate that there is effective control of the capital programme and that expenditure is incurred in line with resources approved.

Authorised Limit for External Debt:Operational Boundary:

	<u>£ '000</u>	<u>£'000</u>
Borrowing	107,500	102,500
Other long term liabilities	<u>2,000</u>	<u>750</u>
Total	<u>109,500</u>	<u>103,250</u>

The Borough Treasurer has delegated authority to borrow up to the limits detailed above and to effect movement to these figures for borrowing and other long term liabilities. Such changes will be reported to Council at its next meeting following the change. The Council undertook borrowing of £88.212m on 28<sup>th</sup> March 2012 and had other long term liabilities totalling £0.674m at the end of financial year 2016-17. Hence, the Authority is comfortably within the parameters detailed.

Capital Financing Requirement £'000

	<u>2016/17</u>	<u>2015/16</u>
General Revenue Account	£21,621	£18,938
Housing Revenue Account	<u>£80,106</u>	<u>£80,106</u>
Total	<u>£101,727</u>	<u>£99,044</u>

The capital financing requirement measures the Authority's underlying need to borrow for a capital purpose.

## Maturity Structure of Borrowing

All fixed rate loans:

<u>£</u> <u>Value</u>	<u>%</u> <u>Interest Rate</u>	<u>Period</u>	<u>Maturity date</u>	<u>£</u> <u>Int p.a.</u>
4,410,600	3.01	15	28/3/27	132,759
4,410,600	3.30	20	28/3/32	145,549
8,821,200	3.44	25	28/3/37	303,449
8,821,200	3.50	30	28/3/42	308,742
8,821,200	3.52	35	28/3/47	310,506
8,821,200	3.53	37	28/3/49	311,388
8,821,200	3.52	40	28/3/52	310,506
8,821,200	3.51	42	28/3/54	309,624
8,821,200	3.50	45	28/3/57	308,742
8,821,200	3.50	47	28/3/59	308,742
8,821,200	3.48	50	28/3/62	306,977

Weighted average interest rate is 3.47%

Total interest charge p.a. is £3,056,986





COUNCIL: 19 July 2017

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**Report of: Director of Housing and Inclusion and Borough Treasurer**

**Contact for further information: Peter Quick (Extn. 5203)**  
**([peter.quick@westlancs.gov.uk](mailto:peter.quick@westlancs.gov.uk))**

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**SUBJECT: HRA REVENUE AND CAPITAL OUTTURN**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide a summary of the Housing Revenue Account (HRA) revenue and capital outturn position for the 2016/2017 financial year.

## **2.0 RECOMMENDATIONS**

- 2.1 That the financial outturn position of the 2016/17 HRA and Capital Investment Programme be noted and that the budget allocations set out in paragraphs 4.3 and 5.3 be approved.
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## **3.0 BACKGROUND**

- 3.1 A one year budget for both the HRA and the housing investment capital programme was set for 2016/17. This addressed the immediate budget gap created by the change in Government policy on Council housing rents announced in the summer of 2015. A series of policy options were approved by Council in July 2016 and October 2016 that addressed the on-going financial pressures created by the 1% per annum rent reduction required over the 4 year period to 2019-2020. These policy options also allowed some money to be set aside to help fund future additional budget pressures which progressively build during this period.

#### **4.0 HOUSING REVENUE ACCOUNT – REVENUE OUTTURN**

- 4.1 A summary of the HRA revenue outturn is set out in appendix one and shows that a favourable budget variance of £1.404m was achieved, which represents 5.4% of the total budget. This demonstrates that the HRA currently has a healthy financial standing.
- 4.2 The main reasons for this positive position, which were anticipated and reported during the year, were the active management of staffing levels, under spends on void repairs and responsive repairs which are demand driven, no calls being made on the central contingency budget, and savings on interest costs.
- 4.3 It is intended that this favourable budget variance will be used for a number of purposes as follows:
- Contributing £50,000 to the repairs reserve to ensure that its level is at least 10% of the repairs budget in line with the HRA Reserves Policy
  - Contributing £1,109,000 to the capital programme, together with £1.461m from the Budget and Efficiency Savings Reserve, to avoid the need to take out external borrowing and to save money on capital financing costs
  - Using £95,000 to supplement existing asbestos management budgets to fund an asbestos survey
  - Allocating £60,000 towards a full housing stock condition survey
  - The use of the remaining balance of £90,000 will be considered in the budget setting process for next year

#### **5.0 CAPITAL INVESTMENT PROGRAMME**

- 5.1 A summary of the Housing Capital Investment Programme outturn is shown in Appendix 2. Total expenditure was £10.734m, which represents around 71% of the total budget of £15.070m, which is a broadly similar level to previous years.
- 5.2 It is standard practice at year-end that capital budgets that have not been fully utilised are reviewed before being slipped into the following year to allow for completion of the existing programme. If the review identifies elements of the capital budget that will not be required in the following year they may be removed from the capital investment programme to release funding.
- 5.3 It is proposed that the variance of £4.336m (£15.070m budget less £10.734m expenditure) is used as follows:
- £4.726m is slipped into future years
  - Funding of £0.726m which had been approved for future years is brought into 2017-18 to match the pattern of spending

- That consideration is given in the budget setting process for next year to how funding that is no longer required of £0.336m should be used

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

- 6.1 Work carried out through 2016/17 has ensured that, with the information we are aware of, the HRA can deliver services and is financially sustainable in the medium term. This supports the community strategy which highlighted that local people should receive good quality homes for a fair and appropriate rent.

## **7.0 RISK ASSESSMENT**

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

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### **Background Documents**

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

### **Equality Impact Assessment**

The budget issues set out in this report have been the subject of previous reports to Committees and consequently an Equality Impact Assessment has already been prepared for them where relevant.

### **Appendices**

Appendix One – HRA Revenue Outturn

Appendix Two – HRA Capital Outturn and Funding

## APPENDIX 1 – HRA OUTTURN POSITION

Budget Area	Budget £000	Variance £000	Comment
Employee Expenses	4,994	-490	The active management of staffing levels has enabled a favourable budget variance to be delivered
Void repairs and response repairs	2,653	-348	Both budgets are demand led and not directly within the control of the Council
Other premises costs	3,030	-28	
Transport costs	229	-11	
Budget contingency	398	-398	There were no calls on the contingency budget
Supplies and Services	2,049	51	
Support Services and internal income (net)	1,431	41	
Loan interest	3,169	-112	Cash holdings have been used to finance the capital programme rather than external borrowing to save money on interest costs
Contributions to capital	7,928	0	
Dwelling rents	-23,568	-21	
Other external income	-2,313	-88	
<b>Total</b>	<b>0</b>	<b>-1,404</b>	<b>This variance represents 5.4% of total turnover</b>

## Appendix Two – HRA Capital Outturn and Funding

### EXPENDITURE

Scheme Description	Revised Budget	Outturn	Variance	Funding Changes	Slippage	Funding not required	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	
Kitchen Replacements	2,315	1,879	-436	436			Balance being moved to the contingency budget to cover voids and future replacements where tenants have declined to take up a new kitchen
Firbeck Revival	2,136	1,586	-550		375	175	Funding of £175k no longer required
Heating System Upgrades	1,675	1,713	38			-38	
Beechtrees	1,198	125	-1,073		908	165	Funding will be slipped into 2018-19 where it will be required. Home Loss payments were paid in revenue in 2017-18 so this amount of £165k is no longer required in capital
Bathroom Replacements	1,100	644	-456		456		
Windows and Doors	927	472	-455		455		
Sheltered Housing Upgrades	823	192	-631		631		
Professional Fees	664	610	-54			54	
Adaptations for Disabled People	550	580	30			-30	
Electrical Upgrades	513	246	-267		267		
Walls	470	0	-470		470		
Contingency	409	373	-36	-436	472		£436k moved from kitchens to fund voids and properties where tenants have declined to take up a new kitchen. All funding then slipped into 2017-18.
Communal Areas Improvements	325	298	-27		27		
Energy Efficiency	317	311	-6		6		

Scheme Description	Revised Budget £000's	Outturn £000's	Variance £000's	Funding Changes £000's	Slippage £000's	Funding not required £000's	Comments
Lifts	250	244	-6		6		
Structural Works	226	154	-72		72		
Property Purchases	213	939	726	-726			Purchase of eight properties using funding approved July 2016, 30% funded by 1-4-1 capital receipts, with balance brought forward from future years
Evenwood Court Re modelling	151	128	-23		23		
Housing OR Recommendations	125	85	-40		40		
HRA Garages	113	1	-112		112		
Westec Development HRA Element	108	0	-108		108		
Environmental Programme	100	0	-100		100		
Re-Roofing Works	88	0	-88		88		
Replace Balcony Surfaces Works	40	45	5			-5	
Flood Resilience Works	40	25	-15		15		
Improvements to Bin Stores	39	43	4			-4	
Equipment Replacement	35	0	-35			35	
Communal Door Entry Systems	28	0	-28		28		
Environmental Improvements	25	1	-24		24		
Digital Inclusion Initiatives	19	9	-10		10		
Beacon Crossing	18	0	-18		18		
Painting Rendering no fines	15	0	-15		15		
Compart Roof Space Sheltered	10	11	1			-1	
Tanhouse	5	13	8			-8	
Kitchen and Bathroom Renewals	0	5	5			-5	
<b>Total Expenditure</b>	<b>15,070</b>	<b>10,734</b>	<b>-4,336</b>	<b>-726</b>	<b>4,726</b>	<b>336</b>	

## RESOURCES

Scheme Description	Revised Budget £000's	Outturn 2016-17 £000's	Variance £000's	Funding Changes £000's	Slippage £000's	Funding not required £000's	Comments
Capital Receipts	62	314	252				
Affordable Housing Pot	151	0	-151		151		Funding to be carried over into 2017/18
Energy Efficiency Grant	0	34	34				
HRA Borrowing	7,041	0	-7,041	-726	4,575	336	
HRA/MRA Contribution	7,816	10,386	2,570				
<b>Total Resources</b>	<b>15,070</b>	<b>10,734</b>	<b>-4,336</b>	<b>-726</b>	<b>4,726</b>	<b>336</b>	







COUNCIL: 19 JULY 2017

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

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

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**SUBJECT: COUNCIL PLAN ANNUAL REPORT 2016/17**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To present the Council Plan Annual Report 2016/17.

## **2.0 RECOMMENDATIONS TO COUNCIL**

2.1 That the Council Plan Annual Report 2016/17 (attached at Appendix 1) be approved.

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## **3.0 BACKGROUND AND CURRENT POSITION**

3.1 In October 2015, the Council formally approved a Council Plan 2015-18. The purpose was to deliver the Council's priorities, communicate its direction with the public and stakeholders including staff, and to support transparency and accountability. Having a clear statement of corporate priorities also assists effective planning within Services and is recognised good practice.

3.2 The Plan was refreshed in April 2016, and the Council Plan Annual Report attached as Appendix 1 provides a summary of the progress against implementing the Plan during 2016/17. Many of the actions have been the subject of detailed individual reports to committees as well as a six-month progress report being provided through a Members Update.

3.3 Overall the Council has made good progress in achieving the goals of the plan. The annual report also contains the annual outturn against the Council's Corporate Performance Suite. The suite highlights performance in key areas of Council service and is aligned to the priorities and actions of the plan. The outturn

shows that the Council continues to maintain a good level of performance against targets in most areas.

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

4.1 There are no direct implications arising from 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 the Council Plan should contribute to the sustainability of services and the borough as a whole.

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

5.1 The Council Plan Annual Report 2016/17 appended to this report demonstrates the Council's pursuit of its objectives, within the resources available, and includes a statement on its financial performance.

#### **6.0 RISK ASSESSMENT**

6.1 The development and monitoring of a strategic plan and associated processes mitigates the risks that the Council will not deliver its aspirations within a balanced budget. 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.

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#### **Background Documents**

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

#### **Equality Impact Assessment**

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

#### **Appendices**

Appendix 1: Council Plan Annual Report 2016/17

# COUNCIL PLAN ANNUAL REPORT 2016/17



Leader's Introduction	1
Chief Executive's Review	3
Towards our Priorities	5
Ambitious for Our Economy	6
Ambitious for Our Environment	9
Ambitious for Health and Wellbeing	11
Managing the Budget	14
Performance Data	15
Borough Highlights	16
Strategy Review	18
Appendix A – Annual Performance Outturn	19

*Version: 29.06.2017*

## Leader's Introduction

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As a Council, our ambitions for the economy, environment and health and wellbeing are delivering positive outcomes across the whole of the Borough.

Our **economy** priority has had significant success. The Council made its largest ever investment in retail property, with a £3 million acquisition of Wheatsheaf Walk in the heart of Ormskirk town centre that will provide a long-term financial return for the Council. This investment is already bringing income to the Council, whilst supporting a wider offer to shoppers and visitors. We were proud to open the new £1.7 million Greenwood Business Centre in Skelmersdale with 11 high quality industrial units. This scheme has been in development for several years and it is satisfying to see its successful conclusion. We are delighted that we can now move forward with our longstanding regeneration plans for Skelmersdale town centre with our partners St Modwen and the Homes and Communities Agency following the positive outcome of a legal challenge to the scheme. Another once in a generation project making substantial progress is the proposed Skelmersdale Rail Link. The Council will work with Lancashire County Council and Merseytravel now that the preferred site has been identified to progress this project. Although there is a long way to go before we can welcome the first rail passengers to Skelmersdale, this is a truly exciting development with benefits for the whole of West Lancashire.

Within our priority of **health and wellbeing** we have committed £75,000 over the next three years to invest in ongoing maintenance of

our CCTV system to help keep crime low and reduce the fear of crime. We have also consulted on a revised Homelessness Strategy that takes account of the current and anticipated future challenges around homelessness, particularly in response to the fundamental changes in welfare benefits. The aim is to prevent people living in the borough from becoming homeless through a focus on improving housing advice services and enhancing the housing offer available to applicants. To support our built and physical **environment** priority we have allocated £25,000 for the Tawd Valley Park (Skelmersdale) project that will bring significant environmental and recreational benefits. Existing facilities and habitats will be assessed and extensive public consultation will inform the future requirements. A £15,000 contribution from the Environment Agency will be used to support the process and help improve the water quality of the River Tawd. The project will then seek funding to make the proposals a reality. We hope that Tawd Valley will go on to join Beacon Park (Skelmersdale) and Coronation Park (Ormskirk) in achieving Green Flag status.

We continue to work with lead agencies to press for a sustainable solution to the Alt Crossens pumping station issue without additional burden on tax payers. We have also provided some funding to a voluntary group towards staging a legal challenge to the decision to allow planning permission to extend the Whitemoss Landfill Site, Skelmersdale.

I cannot fail to mention the financial pressures facing the Council. We are managing the budget by generating sustainable income streams, adopting a more commercial approach, reshaping service provision and

seeking efficiency improvements. Although these pressures are an unwelcome backdrop to our services, through good management we are not only making progress on existing projects but also realistically planning further substantial projects in line with our identified priorities.

It remains a privilege to lead this Council and deliver our ambitions for West Lancashire. Often this is as a result of joint effort with other organisations and these good working relationships with our partners keeps West Lancs moving forward. We are fully supportive of and engaged with the work of other partners, agencies, organisations and volunteers in our united efforts to make a difference for all – our businesses, our places and our people.

Councillor Ian Moran

**Leader of West Lancashire Borough Council**

## Chief Executive's Review

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I am pleased in this annual Council Plan report to outline the main achievements of the year, with a particular focus on delivering the Council's priorities for the Borough.

As well as the key projects detailed within the report, we also undertake a wide range of statutory functions and additional work aligned to our priorities. Some of these key pieces of work will be reflected in this year's Council Plan. For example, strong progress has been made over the year in delivering the Economic Development Strategy 2015-2025 theme of "Promoting the Place." In November 2016 the Skelmersdale Ambassadors Network was launched, and now has over 90 members. A Skelmersdale Story Book was produced and a Place Board involving high level private and public sector individuals formed, to actively promote Skelmersdale. We have also begun the detailed review process of the Local Plan to make sure that West Lancashire can offer not only a good supply of development sites, but that we also consider how developments can improve places for people and the environment; for example, by helping to lead healthy lives, encouraging social interaction, improving employment opportunities and reducing inequalities between different areas.

Housing supply to meet a variety of needs is a key consideration within the Local Plan, and through our affordable housing programme we have been able to provide 95 affordable homes in the last year across five developments around the Borough. Three forms of affordable housing tenure were provided, consisting of discount market sale, affordable rent, and shared ownership. We are continuing to develop further affordable housing in partnership with Housing Associations

and by negotiating affordable housing provision with market housing developers.

We have also established a Green Infrastructure and Cycling Strategy to establish a high quality, accessible network of open spaces, green corridors and inland waterways. This will provide opportunities for sustainable forms of travel and leisure, particularly walking and cycling that link the Borough's major settlements with one another and with visitor attractions.

To help attain the best outcomes for the Borough we place great value on establishing and maintaining good relationships with partners both within and beyond our boundaries. One of the newer working relationships has been as part of the shadow Lancashire Combined Authority which has been in operation since summer 2016. We have played a full role within this project and await further discussion and confirmation of timelines to take this forward.

Providing a broad range of services with a reducing workforce means we must look for additional ways to support staff in these challenging times. This includes putting in place effective ways to further enhance the skills, expertise and professionalism of staff. An e-learning system for employees and Councillors has been launched through a joint partnership arrangement with Chorley Council. As well as work-related skills, personal development and health and wellbeing courses are also provided. The Council also invested in a Leadership Programme to enhance the skills of managers whilst providing added benefits to service delivery. We have also developed our approach to

apprenticeships, and the Council will be aiming to provide around 12 new apprenticeship starts per year for young people, or adult learners, with an opportunity to work while they learn.

We have co-ordinated an unusually busy elections programme beginning with the Borough Council and Police and Crime Commissioner elections in May 2016, followed by the EU Referendum. We then closed the year with preparations for the County Council elections, and subsequently the Parliamentary General Election.

As a result of reductions in government grant funding and other factors, we are delivering on these priorities whilst applying rigorous financial management to all our services. Our effective approach has resulted in a reduction in our annual budget requirement by well over 30% over the last seven years, making savings of over £5 million per year. Savings measures of just over £1m a year were approved for 2017/18, and it is estimated that we need to make additional savings of around £2million per year from 2018/19 onwards. Given the ongoing savings required, we are exploring new opportunities for sustaining and reshaping services, and for improving efficiency. It is also important to make certain that we receive all the income due from existing funding streams. To assist with this we have carried out reviews of empty homes, single person discounts and business rates.

Finally, this year we welcomed two new Directors to the Council, Jacqui Sinnott-Lacey (Housing & Inclusion Services) and Heidi McDougall (Street Scene Services). I look forward to their teams and the Council benefitting from their ideas and leadership.

It has been an extremely busy year which has produced strong performance in many aspects of the Council's work, notwithstanding the financial pressures. We look forward to continuing to strive to improve performance where possible, and to work with our partners to deliver the ambitious agenda for the Borough.

**Kim Webber**  
**Chief Executive**

## Towards our Priorities

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Our three-year plan enables us to plan for our financial and staffing requirements and look for longer-term opportunities to help achieve our ambitions. The Council Plan is reviewed annually to maintain its currency.

### **Our Vision:**

To be a Council which is ambitious for West Lancashire.

### **Our Values:**

- Enterprising – being innovative and creative, delivering lasting improvements
- Inclusive – working in partnership to benefit West Lancashire, and being open and involving in the way decisions are made
- Equality – promoting equality and reducing inequality
- One Council – adopting a co-ordinated approach
- Caring – valuing and developing employees

### **Our priorities:**

- Ambitious for our Economy
- Ambitious for our Environment
- Ambitious for Health and Wellbeing

Making sure the whole organisation recognises our priorities ensures we direct our efforts and resources in the most effective and efficient way. Our priority actions and activities during the year are outlined below.



## Priority: Ambitious for our Economy

We will retain and grow jobs, increase skills levels and encourage business and wealth.

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A number of projects were identified to help achieve this ambition. Highlights for 2016/17 are given below.

A legal challenge to the approved planning application for **Skelmersdale's town centre** was dismissed by the Court of Appeal confirming that the regeneration plans could be progressed. In partnership with the Homes and Communities Agency (HCA) and the developer, St Modwen, the scheme includes a multi-screen cinema through Reel Cinemas, restaurants, bars and retail facilities. The plans will create in excess of 500 new jobs and bring a host of other enhancements, including a high street link between West Lancashire College and the Concourse, the construction of new and attractive public spaces, a new play area and improved lighting and pedestrian surfaces. The partnership is now working closely together to deliver this key project and is in discussion with potential occupiers of the retail and leisure units to establish the strength of their interest and to ensure

the scheme meets current market requirements. Work is also being undertaken to identify a site within the town centre for a possible replacement leisure centre.

The **Land Auction** scheme involves WLBC and the Homes and Communities Agency (HCA). The scheme helps meet the needs of the Local Plan by bringing forward ready to build housing sites as well as providing much needed capital income that can be invested in the Skelmersdale area. The sale of the first of four sites at Whalleys (Skelmersdale) was successfully completed and the HCA are now seeking to dispose of the remaining sites for accelerated housing construction.

The Council in partnership with the HCA has also successfully marketed three vacant sites which form part of the Skelmersdale town centre renewal project. The disposal of these sites and the first site at Whalley will see the delivery of more than 400 residential properties in the town, with work ongoing on

the delivery of substantial development of other sites within the town.

*106.3% Supply of ready to develop housing sites*

The **Economic Development Strategy's** framework for economic regeneration benefits the whole borough. Several of its themes and key asks are reflected in our other strategic priorities. A significant outcome within the year has been the launch of the Skelmersdale Place Board. Setting direction and driving some of the outcomes identified within the strategy, the Board has representation from key public and private sector leaders including from Skelmersdale businesses, the Borough Council, Edge Hill University, West Lancashire College and the HCA. The Board is encouraging more businesses and stakeholders to join the new Skelmersdale Ambassador Network which has a proactive role in promoting the town's business and investment opportunities to

regional, national and international audiences.

We have maintained our help and support for businesses developing their apprenticeship programmes including through take up of the Let's Talk Business apprenticeship grant scheme for 16-24 year olds. Members of the Council's Employment & Skills Charter continue to support employment and skills initiatives across the year. For example, businesses helped with a successful careers day event organised by Up Holland High School, where over 100 year 10 students took part in various career-planning activities including gaining valuable mock interview experience with the local businesses.

- *63 signatories to the Employment & Skills Charter*
- *38 apprenticeships created after officer intervention*
- *174 local businesses accessing available support from Lancashire growth programmes*

The **Ormskirk Town Centre** management group is actively ensuring that Ormskirk is meeting the changing needs of our high

streets. A vibrant brand for Ormskirk has been created to provide a unifying feature for all businesses and organisations to use. Visitor perceptions of the town fed into this work and these views also helped prioritise the strategy actions.

Further options for promoting the town are being explored with the appointment of Groundwork to investigate developing a Business Improvement District (BID) for Ormskirk town centre. A review of car parking, an essential element in the sustainability of any town centre, is also being taken forward and the centre's appearance has been brightened through various activities including re-painting and varnishing benches and street furniture as well as the use of bunting and street banners.

Complementing the strategy work the Corporate and Environmental Overview & Scrutiny Committee produced A Market Town Strategy for Ormskirk with recommendations to be considered by the Town Centre Management Group and associated working groups.

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<sup>1</sup> Source: Springboard

#### *Ormskirk Town Centre*

- *town centre ground floor units vacancy rate 6.8% (national rate 9.4%; North West 13.2%)*
- *since August 2016, average weekly footfall percentage change + 1.5%, (national average -0.55%; regional average -0.15%) <sup>[1]</sup>*

Ensuring that West Lancashire's **transport infrastructure** meets future demand remains central to our economic ambitions for the area. Although not directly within the Council's control, by working closely with the County Council and other partners wherever possible we are active in supporting and influencing the delivery of the improvements and developments identified in the West Lancashire Highways and Transport Masterplan.

Following an options appraisal by Network Rail, the former Glenburn Sports College and West Lancashire College site has been identified as the preferred site for the proposed Skelmersdale rail station. Further detailed feasibility studies are to be carried out, funded by LCC and Merseytravel, on the wider rail link.

LCC are close to finalising the West Lancashire Route Management Strategy and there will be a series of highways projects for LCC to implement in order to deliver the different aspects of the Strategy across West Lancashire.

A review of the Local Plan is underway which will include a review of the existing transport-related infrastructure policies. The value of 'greener' transport for West Lancashire has been recognised and is being taken forward through the development of the Green Infrastructure and Cycling Strategy.

We continue to promote West Lancashire's profile and ambitions within the wider regional agenda through the shadow **Lancashire Combined Authority** (LCA) and maintain engagement with the **Liverpool City Region Combined Authority** as an Associate Member. The shadow LCA began operation in summer 2016 aiming to facilitate closer strategic working between the Lancashire authorities on issues relating to transport, economic development, housing and regeneration. Within the structure we have a leading role in the Prosperous Lancashire theme. We are also active with

our membership of the Lancashire Local Enterprise Partnership (LEP) and corporate membership of the Liverpool LEP.

From a business perspective, a significant element of the work to **promote our borough as a place to be** has come from the development of a strong new brand for Skelmersdale reflecting its ideal location and unique business opportunities. A Skelmersdale Story was developed that set out for the first time a shared visual identity and positive narrative for the town which firmly positions it as a place for business and investment.

*In a recent survey, two-thirds of stakeholder respondents are satisfied with West Lancashire as a place to operate their organisation or business*

Developing strong branding for Ormskirk town centre and our rural assets has been critical in order to raise their profiles as visitor destinations. Building and monitoring relationships with key Ormskirk businesses and stakeholders is an important element in supporting those who have an interest in the town to take ownership and help develop a successful

and vibrant town centre. Marketing our rural visitor attractions and events to strengthen the visitor economy has included continued use of the Visit Lancashire website.

*£135m was generated within the local economy through visitor and tourism business expenditure (2014)<sup>2</sup>.*

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<sup>2</sup> Marketing Lancashire (STEAM)

## Priority: Ambitious for our Environment

We will enhance the built and physical environment and its cleanliness.

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A number of key projects targeted this priority in 2016/17 and a summary of the progress is given below.

The recent **CCTV project** to expand the suite of CCTV cameras in West Lancashire concluded with the final four cameras being brought into operation (Castlehey, Tanfields and Little Digmaor (Skelmersdale) and the Burscough Street area of Ormskirk). The borough now benefits from a network of 106 public open space cameras. Working closely with the police, the use of the intelligence gathered continues to help provide a safe and secure public environment.

*In a recent survey 48% of respondents believe CCTV helps reduce the fear of crime in the community*

In the most recent annual figures, CCTV staff were involved with 5,110 incidents referred to the police, 525 missing/vulnerable person incidents, 337 arrests, and identified 1,525 incidents themselves. This was achieved

operating within agreed legal protocols and making effective use of the technology. This was confirmed when the Council was independently audited and awarded a five-year Surveillance Camera Code Compliance certificate. A £75K budget over the next three years to maintain the existing suite has been agreed.

As a partner in the multi-agency **Community Safety Partnership**, the Council supports projects and interventions that tackle crime and disorder to help keep our borough a safe place to live, work and visit.

*In a recent survey 79% of respondents feel safe and secure within West Lancashire*

Foremost amongst these activities are the annual Freshers' week programme and Bright Sparx campaign. Bright Sparx has had notable success around the Mischief Night/Bonfire Night period in reducing anti-social behaviour (ASB) such as the misuse of fireworks, criminal damage and the number of anti-social fires

started deliberately, whilst the three-week long Freshers' week programme delivers key safety, security and behaviour messages to the student community to help promote integration into the community whilst studying and socialising in the borough.

*Over 3,998 reported incidents of ASB in West Lancashire last year*

Actions making a positive difference also include the co-ordination of 12 Community Action and Engagement events, which aim to improve working relationships between agencies and the community, increase community confidence and reduce the fear of crime. These events provide an opportunity for residents to talk to staff from the Council, Police, Fire and Rescue and other agencies about any concerns they have about crime and community safety.

Our **estates revival projects** are not only revitalising council estates and improving homes but also supporting local jobs and training opportunities for the young people of the area. A major success story has been the completion of the four-year £8million project to revive the entire Firbeck estate (Skelmersdale). The final phases saw the completion of 42 new energy efficient properties and regeneration of the street scene. Earlier works provided new kitchens and bathrooms and a programme of external improvements including insulation and render, double-glazed windows, new doors and roofs and loft insulation. All private home owners took up a Council grant (repayable when properties are sold) to have some or all of the external improvements carried out to their homes meaning the project delivered benefits to the whole of the estate.

Following budget approval in 2017, the Beechtrees Revival scheme (Digmoor, Skelmersdale) was able to expand the scope of its new build element. Thirty-six new homes will now be built later in 2017. Improvements planned for the existing flats will include new kitchens, bathrooms and heating, as well as replacement

windows and doors. All work is due to commence in 2017.

*The Firbeck building programme and commitment to building in Beechtrees is only the third programme of new Council housing provided by the authority in the last 20 years.*

Improving the built and natural environment for tenants is an intrinsic part of revival schemes and an **environmental improvement** budget within the housing programme has also been used to enhance local areas. Funding has been directed at providing additional car parking for the Category 1 Sheltered Housing in Holly Close, Westhead. The remaining funds will be focused on communal bin stores.

Work on **Street Scene priority projects** has included continued development of the new communications system to increase the flexibility and responsiveness of the refuse collection service. The system optimises routes and provides real-time progress of the rounds. In-cab messaging enables a safe and efficient way for interaction between office staff and collection crews. Any problems, such as contaminated recycling, bins not presented

for collection or delays in the collection rounds can be immediately reported. Customer Services will then be able to provide accurate, up to date information to customer enquiries.

*In a recent resident survey:*

- *84% of respondents were satisfied with household collections for domestic waste*
- *78% of respondents were satisfied with household collections for recyclable materials*

Charging for optional garden waste collections was agreed to achieve savings for the Council. Preparation work was undertaken to enable residents to sign up to the new green compostable waste service from mid-April.

*16,697 properties signed up to new garden waste service (May 2017)*

## Priority: Ambitious for Health and Wellbeing

We will improve the health and wellbeing of local communities.

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We have made considerable progress in this priority, particularly in the key projects for 2016/17 outlined below.

The programme for **housing capital investment** funds a variety of schemes to improve around 6,000 existing Council homes and continue to reduce the number of our properties not meeting the decent home standard to 0.25%. The works are prioritised through resident views and stock need. £15.07m funding for 2016/17 was allocated to continue with programmed works including windows, doors, kitchen and bathroom replacements and electrical upgrades. New lifts were installed in three blocks of sheltered housing, 200 requests for disabled adaptations were implemented at a cost of £589K and all programmed cavity wall and loft insulations were completed. Tenants were also consulted on the allocation of future budget.

*We have fitted 227 bathrooms and 490 kitchens to council homes*

Due to their own financial pressures, all Supporting People funding from LCC for older persons housing related support in **sheltered accommodation** ceased at the end of March 2017. To try and minimise the impact from the loss of this £237K, we undertook a needs analysis of all sheltered residents and developed costed service options for a new sheltered management service.

Consultation meetings were held with residents at Category 2 sheltered schemes, letters were sent to all residents and personal visits were made to Category 1 scheme residents and any other resident who required this. The consultation was extremely positive, meetings were well attended and changes were discussed with residents throughout the consultation period. The new sheltered housing management service was launched from April 2017 and now includes staff contact tailored to individual need and a flexible service delivered from geographical hubs. Residents still have a

familiar staff presence which was an important factor in bringing in the new service changes.

*12 Council-run Cat 2 sheltered accommodation schemes in West Lancs*

The extensive scope of the **Leisure Strategy** saw some key milestones achieved during the year. A financial viability appraisal and options for financing new leisure facilities in Skelmersdale and Ormskirk has been commissioned and in preparation for this, the Council is now negotiating an extension to the agreement with its current leisure services provider.

- *52% of residents responding to a recent survey are satisfied with parks and open spaces*
- *1.09 million annual visitors to leisure centres & swimming pools*

Access to West Lancs' cultural offer was enhanced with striking structural changes being made to facilities at the Chapel Gallery. An Arts Council England grant has enabled the installation of a glass-fronted external lift, bespoke windows, a new entrance and an increase to exhibition and events space. Annual visitor numbers have increased to over 66,000.

Active West Lancs is a scheme running a wide range of activities to improve people's health and wellbeing across the borough. Funded by LCC, a local delivery partnership of the Council and West Lancashire Community Leisure Trust, West Lancs School Sports Partnership, West Lancs CVS, and Skelmersdale Community Food Initiative now provides activities such as health walks, school activities, family workshops, cookery activities, physical activity sessions, weight management courses and even community farming and gardening. Individuals can sign up, or GP or medical professionals can refer into the scheme making sure that it is available to those most in need.

The Tawd Valley Park project, which will increase the level of outdoor activity

available in the borough, began with £25K funding to undertake a masterplan for a programme of environmental and recreational improvements for the park.

A Health Strategy Manager was appointed in autumn to begin development of a **Health and Wellbeing Strategy**. The strategy will ensure that the Council can maximise outcomes around reducing health inequalities through targeting resources and by working in partnership with the public, private and voluntary sector to achieve common goals. Whilst the strategy is in development, existing processes have been reviewed and groundwork done to look at embedding health and wellbeing as an element in the development and delivery of all Council services.

- *6,670 took part in health improvement activities*

Health promotion and improvement activities have included the delivery of nutrition and healthy lifestyle talks, health walks across the borough, and the return of the popular West Lancs walking festival.

The uptake and use of digital services by residents and tenants is being driven through the implementation of the Council's **Digital Inclusion Strategy** action plan.

*In a recent resident survey:*

- *87% of respondents use the internet*
- *68% of respondents use the internet every day*
- *34% of respondents over 65 do not use the internet at all*

A key action has been engaging with West Lancs Council for Voluntary Service to deliver a range of digital inclusion training and support initiatives to targeted WLBC tenants and residents. A pilot community project is supporting people to become more digitally aware and increase general access of online opportunities. This project started in March 2017 and is scheduled to run until the end of October 2017.

Promoting digital access of Council services means that we must continue to resource their development. Our Digital by Preference initiative is aligning all our work around enhancing and expanding the authority's digital services. During the year

we have launched a housing app providing tenants with easy access to a range of housing services, continued to improve the accessibility of our website and begun work on implementing a new customer information and workflow management system that will help re-design services across the Council making them more efficient and customer friendly.

- *40% of respondents to a recent resident survey had used the Council website to access information*
- *45,134 online payments made*
- *Over 4,000 followers on Twitter*

Through the **Tenants' Financial Inclusion Strategy** we continue to help our most vulnerable and financially excluded tenants to maximise income and benefits, including use of discretionary housing payments. A proactive approach ensures those affected by welfare reforms continue to be supported with budgeting and money advice services.

To tackle the causes of financial difficulties, staff have been trained in

recognising the needs of particular groups of tenants, for example younger tenants. Our new processes allow us to conduct financial assessments at pre-tenancy and at sign up and to then tailor the future support and visit requirements. We have improved access to information linked to issues that could directly impact on a tenants' ability to pay rent and maintain their tenancy such as free childcare places, energy efficiency and sensible lending. We continue to provide money advice sessions in various facilities across the borough. Providing this type of support has contributed to our rent collection of 99.09% in 2016/17 and contributed to the reduction in number of evictions compared to previous years.

- *587 tenants signed up to SMS/E mail services*
- *1,398 (23.7% of tenants) paying by direct debit*
- *1,457 appointments held by the Independent Rent & Money Advice team*



## Managing the Budget

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The challenging financial climate facing the Council means that it is essential that budgets are effectively controlled and that financial targets are achieved.

On the Council's General Revenue Account (which covers all services apart from the Council's housing stock) a favourable budget variance of £391,000 was achieved in 2016/17, or 3.0% of the total budget.

This continues the trend of strong financial management that has been demonstrated in previous years and means that this account currently has a healthy financial position.

The latest medium term financial forecast projects an estimated budget gap of £2.725 million by 2020/21, which would represent around 13% of the total budget. The scale of this gap, which is primarily caused by ongoing reductions in government grant funding, will represent a significant financial challenge and consequently this issue is included on the Council's Key Risk Register. The primary means to address this position will be the Policy Options framework which has operated effectively to deliver additional income, efficiencies and other savings over recent years.

A favourable budget variance of £1,404,000, or 5.4%, was also delivered on the Housing Revenue Account (which covers all costs

and income associated with the Council's housing stock). This strong performance means that this account is well placed to deal with future financial challenges, including ongoing rent reductions of 1% per year in the period up to 2020.

## Performance Data

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The Council's Corporate Performance Suite is aligned to the corporate priorities and actions, which are agreed each year.

It contains a range of performance indicators (PIs) aimed at highlighting performance in key service areas. The suite facilitates monitoring of service levels and helps the authority understand how well it is performing and therefore whether the organisation is on track to achieve its priorities.

Not all the indicators relate to operational performance. Our satisfaction survey results are also included and these help us better understand how our services are perceived in the community. We also include information that helps demonstrate that we are operating as an efficient organisation.

From the performance information available, 78% of targets for available PIs in the suite were met or exceeded in 2016/17, with 56% of available outturns showing an improvement or matching the previous year. This reflects that overall the Council is continuing to maintain a good level of performance in many of our frontline and support services, despite significant pressures on resources.

The performance suite is monitored quarterly by Cabinet and scrutinised by the Corporate & Environmental Overview and Scrutiny Committee. The annual outturn is provided in Appendix A.

## Borough Highlights

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West Lancashire benefits from a broad base of organisations and individuals who create diverse activities for the borough. The Council is involved with a variety of partners helping to stage a range of events throughout the year which contribute to making the Borough a vibrant and pleasant place to live. All our activities and events are promoted via our website, press releases and our Twitter account. This contributes to a recent survey result, which indicated that over 80% of people are satisfied with the local area as a place to live.

One of the main events of the calendar year is the **Ormskirk MotorFest**. Going from strength to strength, the sixth year of the festival attracted around 30,000 visitors compared with 10,000 in the first year. Around 300 classic and competition vehicles from all eras of motoring were displayed in Coronation Park and the streets of Ormskirk town centre. The free event is organised by Aintree Circuit Club, supported by the Council, and has become one of the north west's biggest free family events. Teaming the event with a

Vintage and Handmade Fair in the Chapel Gallery and bus station car park, as well as other entertainments, helped bring the whole town centre to life for a fantastic family day out.

The town centre has hosted an **Ormskirk Market** dating back to 1286. Along with hundreds of other markets across the country, we celebrated Love Your Local Market fortnight in May. This appreciation of our market culture was organised by the National Association of British Market Authorities. Aughton Street and Moor Street were decorated with bunting and banners and special events such as traditional fete games and visiting entertainers including music and dancing were on display to provide the festival feel.

In November, the **Sandy Lane Centre** (Skelmersdale) launched a new exhibition inspired by its local heritage. Supported by an Arts Council England grant, in

partnership with The Friends of Sandy Lane, community workshops were held to help development of permanent professional artwork to animate the Centre. The project was led by the arts organisation One Red Shoe, writer Sarah Schofield and supported with invaluable archive material provided by Skelmersdale Heritage Society. Artwork from the community workshops was then featured in an exhibition of images, stories and sculptures contributed by Park Children's Centre, Beacon View Residential Home, Divine Days, Greenhill Community Centre, St Richard's Primary School and West Lancashire High School. The new Tree House Gallery, gift shop and café also opened. This is a community venture run by the Friends of Sandy Lane and supported by the Council to improve resources for the local community. The gallery includes an exhibition space for individual artists and makers to sell their work.

Our commitment to excellent public open spaces was assisted with a new park at **Station Approach** being adopted by the Council in October. The site behind Ormskirk Railway Station previously marked the starting point of the Ormskirk to Skelmersdale branch line. The area is now a mix of woodland and grassland habitats providing homes for a wide range of wildlife as well as having a network of fully accessible hard-standing paths. The Council was able to fund this scheme through developer contributions from nearby housing sites. The works have been undertaken by Groundwork Cheshire, Lancashire and Merseyside, in conjunction with the Council's Parks and Countryside Ranger Service.

We have continued with our popular autumn '**Free Tree**' scheme which aims to improve the Borough's environment and attract more wildlife into gardens. The scheme encourages West Lancs residents to plant trees in their gardens. Since the first scheme in October 2008, over 5,800 trees have been given to residents to plant throughout the Borough. This year either

Bramley Apple or Victoria Plum trees were available, ideal for the smaller domestic garden. Trees were allocated in time for planting during National Tree Week 2016.

The Council's Countryside Ranger Service and volunteers have been working closely with Lancashire Wildlife Trust's Plan Bee Project to improve habitats for wild bees and other pollinators at Beacon Country Park. The Plan Bee project is largely funded in West Lancashire by the Whitemoss Community Fund. As a result they won a **Bees' Needs Award** from Keep Britain Tidy. The Rangers and volunteers have also carried out complementary work throughout areas of Council-managed land in West Lancashire by planting wildflower seed, changing mowing regimes and altering woodland management.

We encourage the whole community to get behind keeping West Lancs attractive and litter free, and joined Keep Britain Tidy's **Great British Spring Clean** campaign in March. Borough Council events were held at Coronation Park (Ormskirk), Chequer Lane Lake (Up Holland), Tawd

Valley Park (Skelmersdale) and Station Approach (Ormskirk) with the valuable support of members of the community, including local schools. We were also able to support parish councils and residents across the borough to arrange events in their areas and inspire people to participate in community clean ups.

An older people's **Silver Sunday** event was held in the Concourse (Skelmersdale) in October. The event showcased the services available in West Lancashire to help and support older people to live happier and healthier lives. Grants were available from Lancashire County Council's Older People's Champion's Fund to organisations and individuals who wanted to arrange activities for older people on the day. The event tied in with the national annual Silver Sunday which celebrates the value and knowledge that older people bring to our communities and helps tackle the loneliness and isolation felt by many older people by arranging social activities so they can get out, try new things and meet new people.

## Strategy Review

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The strategic Council Plan was refreshed in April 2017. A summary of the plan and projects for 2017/18 is given below.

**Vision:**      **To be a Council which is ambitious for West Lancashire**

- Values:**
- Enterprising – being innovative and creative, delivering lasting improvements
  - Inclusive – working in partnership to benefit West Lancashire, and being open and involving in the way decisions are made
  - Equality – promoting equality and reducing inequality
  - One Council – adopting a co-ordinated approach
  - Caring – valuing and developing employees

### Priorities & Key Projects:

#### **Ambitious for our Economy**

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

- Skelmersdale Vision
- Land Auction
- Economic Development Strategy & Delivery
- Ormskirk Town Centre Strategy & Delivery
- Partnership working for infrastructure delivery identified in West Lancashire Highways and Transport Masterplan
- Combined Authority for Lancashire
- Engagement with Liverpool City Region
- Branding of Skelmersdale & Ormskirk
- Local Plan Review

#### **Ambitious for our Environment**

Enhance the built and physical environment, and its cleanliness

- Key site developments
- Estates Revival - Beechtrees
- Housing New Build Programme
- Private Sector Housing Strategy
- Development Company – Options Appraisal
- Street Scene Priority Projects
- Street Scene Strategy Development
- Community Safety Partnership Initiatives
- Tawd Valley Improvements
- Car Park Management & Enforcement Review








#### **Ambitious for Health and Wellbeing**

















Improve the health and wellbeing of local communities

- Leisure Strategy & Delivery
- West Lancashire Health & Wellbeing Strategy Development
- Well Skelmersdale Project
- Housing Capital Programme
- Sheltered Housing
- Digital Inclusion Strategy & Delivery
- Tenants' Financial Inclusion Strategy & Delivery
- Homelessness Strategy

**West Lancashire – Ambitious for All - our businesses, our places, our people**

## APPENDIX A: PERFORMANCE INFORMATION 2013/14–2016/17

Icon key			
	On target (within 0.01%) or exceeded		Performance improved on previous year
	Off target (within 5%)		Performance declined on previous year
	Off target (by 5% or more)		No change on previous year
	Data only (no target)		

Performance Indicator	Results 2013/14-2016/17				Targets 2016-17	2016/17 vs 2015/16	2016/17 Result	Target 2017/18	Comment
	2013/14	2014/15	2015/16	2016/17	Annual 2016/17				
ICT1 Severe Business Disruption (priority 1)	100%	100%	100%	100%	99%			99%	
ICT3 Major Business Disruption (P2)	100%	100%	92%	96%	98%			98%	The small number of incidents in this category meant that a single incident not meeting target in year resulted in the annual outturn not meeting target.
ICT2 Minor Business Disruption (P3)	100%	99%	98%	98%	97%			97%	
ICT4 Minor Disruption (P4)	99%	99%	98%	99%	98%			98%	
ICT5 Advice & Guidance (P5)	100%	100%	100%	100%	98%			98%	
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.44	6.62	7.02	6.41	12.00			12.00	
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£170,909	£203,868	£276,577	£311,409	£170,000			£195,000	
B4 Benefits Local authority Error Overpayments - Lower threshold	£86,437	£86,090	£82,401	£96,867	£133,765			Below lower threshold	2017/18 Target will be based on lower threshold 2017/18 estimates. Actual cash figure will not be received until later in

Notes: ~ not collected/reported at this time; <sup>P</sup> data pending; <sup>R</sup> data restated; N/A – not applicable; # only a difference of 3% or more is statistically significant

Performance Indicator	Results 2013/14-2016/17				Targets 2016-17	2016/17 vs 2015/16	2016/17 Result	Target 2017/18	Comment
	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	Annual 2016/17				
									the year.
R1 % of Council Tax collected	95.32%	96.03%	97.02%	96.74%	97.10%	↓	⚠	97.10%	Closure of the local magistrates court delayed summonses being issued and with resulting impact on the ability to pursue non-payment cases and therefore collection rates.
R2 % council tax previous years arrears collected	20.94%	33.56%	37.31%	26.82%	24.50%	↓	✓	24.50%	
R3 % of Non-domestic Rates Collected	95.53%	96.40%	98.32%	97.72%	97.20%	↓	✓	97.20%	
R4 % Sundry Debtors % of revenue collected against debt raised	90.05%	90.73%	95.00%	95.06%	89.10%	↑	✓	89.10%	
BV8 % invoices paid on time	97.05%	98.22%	98.81%	98.48%	98.75%	↓	⚠	98.75%	Relates to 39,851 invoices in year.
PAT01 % feel West Lancs is safe & secure to live	79%	78%	79%	79%		—			# Results from Citizen Survey 2017.
CIT02 % satisfied with cleanliness of streets	64%	69%	65%	56%		↓			# Results from Citizen Survey 2017.
CIT03 % satisfied with how WLBC runs things	68%	68%	62%	57%		↓			# Results from Citizen Survey 2017.
CIT05 % satisfied with local area as a place to live	81%	82%	78%	80%		↑			# Results from Citizen Survey 2017.
CIT06 % satisfied with sports/leisure facilities	40%	42%	41%	27%		↓			# Results from Citizen Survey 2017.
CIT07 % satisfied with parks and open spaces	59%	58%	60%	52%		↓			# Results from Citizen Survey 2017.
CIT08 % residents agreeing that WLBC provides value for money	43%	43%	41%	35%		↓			# Results from Citizen Survey 2017.
CIT12 % people satisfied with household collections for domestic waste	87%	83%	86%	84%		↓			# Results from Citizen Survey 2017.

Notes: ~ not collected/reported at this time; <sup>P</sup> data pending; <sup>R</sup> data restated; N/A – not applicable; # only a difference of 3% or more is statistically significant

Performance Indicator	Results 2013/14-2016/17				Targets 2016-17	2016/17 vs 2015/16	2016/17 Result	Target 2017/18	Comment
	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	Annual 2016/17				
CIT13 % people satisfied with household collections for recyclable materials	81%	82%	82%	78%		↓			# Results from Citizen Survey 2017.
CIT14 % of residents who feel the Council keeps them well informed about its services and benefits	57%	57%	50%	49%		↓			# Results from Citizen Survey 2017.
HS13 % LA properties with Landlord Gas Safety Record outstanding	0.10%	0.10%	0.13%	0.19%	0.00%	↓		0.00%	Target based on legal requirement for all properties to have certificate. Processes being reviewed.
HS14 % non-decent council homes	0.58%	0.39%	0.30%	0.25%	0.30%	↑		0.25%	
HS1 % Housing repairs completed in timescale	96.73%	96.56%	96.39%	97.22%	97.00%	↑		97.00%	
NI 152 Working age people on out of work benefits	13.6%	12.6%	11.2%	10.5%		↑			Data released via ONS (NOMIS). Due to lag in information figure relates to November 2016. NOMIS figures do not include claimants of universal credit. Replaced for 17/18 with <i>ER05 West Lancs Claimant Count</i> which includes Universal Credit claimants.
NI 154 Net additional homes provided	308	239 <sup>R</sup>	266 <sup>R</sup>	305		↑			13/14 originally published as 370; 14/15 as 369; 15/16 as 300. All Restated as shown in Jan 2016 following a planning appeal.
NI 155 Number of affordable homes delivered (gross)	54	16	92	95		↑			
NI 157a Processing of planning applications: Major applications	~	76.09%	95.12%	87.10%	65.00%	↓		65.00%	From 2014/15, data where a time extension is agreed with applicant is not counted so previous years cannot be used for comparison.
NI 157b Processing of planning applications: Minor applications	81.67%	73.88%	67.31%	88.85%	75.00%	↑		75.00%	Outturn is above government target of 65%
NI 157c Processing of planning applications: Other applications	90.83%	81.99%	82.71%	90.56%	85.00%	↑		85.00%	Outturn is above government target of 80%

Notes: ~ not collected/reported at this time; <sup>P</sup> data pending; <sup>R</sup> data restated; N/A – not applicable; # only a difference of 3% or more is statistically significant



Performance Indicator	Results 2013/14-2016/17				Targets 2016-17	2016/17 vs 2015/16	2016/17 Result	Target 2017/18	Comment
	2013/14	2014/15	2015/16	2016/17	Annual 2016/17				
	Value	Value	Value	Value					
NI 159 Supply of ready to develop housing sites	112.0%	120.5%	108.3%	106.3%					
NI 191 Residual household waste per household (Kg)	527.19	502.59	513.15	P	500.00	P	P	500.00	Pending confirmation of merchant data.
NI 192 Percentage of household waste sent for reuse, recycling and composting	43.07%	46.29%	46.80%	P	50.00%	P	P	50.00%	Pending confirmation of merchant data
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	0.87%	0.83%	1.44%	1.03%	1.61%			1.61%	
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	4.04%	4.77%	4.95%	2.21%	5.00%			5.00%	
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	~	98.65	99.81	99.09	97.00			99.00	Revised definition adopted for 2014/15. Previous years comparisons not possible. Target increased for 2017/18.
TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS	~	25.16	28.07	23.90	28.00			N/A	Revised definition adopted for 2014/15. Previous data not comparable. Deleted for 2017/18. To be replaced with an alternative method of measuring re-let performance <i>TS11 % of rent lost through dwellings being vacant.</i>
TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	~	69.62	56.48	115.41	65.00			N/A	A low demand for sheltered housing results in long term voids. When these are tenanted it has a negative impact on re-let performance. Revised definition adopted for 2014/15. Previous data not comparable. Deleted for 2017/18. To be replaced with an alternative method of measuring re-let performance <i>TS11 % of rent lost through dwellings being vacant.</i>
WL_121 Working Days Lost Due to Sickness Absence	10.11	8.74	9.64	7.44	8.08			8.08	
WL01 No. residual bins missed per 100,000 collections	81.98	84.26	89.83	76.81	80.00			80.00	

Notes: ~ not collected/reported at this time; <sup>P</sup> data pending; <sup>R</sup> data restated; N/A – not applicable

Performance Indicator	Results 2013/14-2016/17				Targets 2016-17	2016/17 vs 2015/16	2016/17 Result	Target 2017/18	Comment
	2013/14	2014/15	2015/16	2016/17	Annual 2016/17				
	Value	Value	Value	Value					
WL06 Average time taken to remove fly tips (days)	1.08	1.09	1.06	1.03	1.09			1.09	
WL08a Number of Crime Incidents	5,462	4,971	4,765	5,170					
WL_18 Use of leisure and cultural facilities (swims and visits)	~	1,203,074	1,164,957	1,213,806					Revised definition adopted for 2014/15. Previous data not comparable.
WL24 % Building regulations applications determined within 5 weeks	73.26%	61.64%	61.98%	62.20%	50.00%			50.00%	164 decisions were made. 100% of these decisions were made within 2 months of the submission.
WL90 % of Contact Centre calls answered	90.9%	92.4%	92.0%	93.0%	91.0%			91.0%	
WL108 Average answered waiting time for callers to the contact centre (seconds)	32	30	51	60	50			60	Outturn relates to over 100,000 calls. Maintaining an efficient contact centre that resolves queries and avoids the need to call again remains integral to our customer service. Resourcing of this needs to be balanced with the promotion of channel shift. The 2017/18 target has been set to support this approach.
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%			100%	
WL19bii Direct dial calls answered within 10 seconds	80.51%	81.98%	81.34%	81.23%	82.21%			82.21%	Relates to 224,182 calls in year.

Notes: ~ not collected/reported at this time; <sup>P</sup> data pending; <sup>R</sup> data restated; N/A – not applicable

### **General notes on the 2016/17 suite**

WLBC continues to collect certain PIs originating from the previous Best Value and National Indicator sets for its own performance management purposes although national reporting no longer exists. Satisfaction PIs (CIT\_) are collected through the West Lancashire Citizen Survey. PIs and targets are reviewed annually and agreed by Cabinet. Data that is pending will be published when available on the council website.

### **Annual Report in other formats**

The Annual Report can be provided upon request in other formats including audiotape, CD, in large print, Braille and other languages. Telephone 01695 577177 or visit our website [www.westlancs.gov.uk](http://www.westlancs.gov.uk)





COUNCIL: 19 July 2017

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**Report of: Borough Treasurer**

**Contact for further information: Miss G Farrimond (Extn. 5373)**  
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**SUBJECT: APPRENTICESHIP POLICY STATEMENT AND UPDATE ON THE HUMAN RESOURCES STRATEGY AND WORKFORCE PLAN**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To approve a new Policy Statement on Apprenticeships and to highlight progress made in relation to the Human Resource Strategy and Workforce Plan 2015 – 2018.

## **2.0 RECOMMENDATIONS**

- 2.1 That the new Policy Statement on Apprenticeships set out in Appendix 1 be approved.
- 2.2 That the progress on the Human Resources Strategy and Workforce Plan 2015 - 2018 be noted.
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## **3.0 BACKGROUND**

- 3.1 The Human Resources Strategy and Workforce Plan 2015 – 2018 provides an overview of the key strategic priorities for the Council in respect of our workforce, and demonstrates how we will align our workforce planning with corporate and financial planning processes. This strategy is published on the Council website and can be viewed using the following link:

<http://www.westlancs.gov.uk/media/232876/published-version-hr-strategy-and-workforce-plan.docx>

3.2 The Government has committed to creating three million new apprenticeships over the next few years to meet skills gaps and has introduced a range of new measures to achieve this outcome. As a result the Council's approach to Apprenticeships, which forms part of the Strategy and Workforce Plan, now needs to be updated.

3.3 Under the new approach an apprenticeship is seen as a way for young people and adult learners to earn while they learn in a real job, gaining a real qualification and skills for the future. Depending on the sector and job role, an apprenticeship can take anything between one and five years to complete. It is a package of training and qualifications. Key features include:

- Must be employed in a real job - they may be an existing employee or a new hire
- Must work towards an approved apprenticeship standard
- Training must last at least 12 months, but any contract needs to be at least a year and a day
- Must spend at least 20% of time on off the job training

#### **4.0 APPRENTICESHIPS**

4.1 From April 2017 the Government has introduced an apprenticeship levy, which is a payment made by the Council based on a percentage of our total pay bill. It is envisaged that the levy will cost around £55,000 per annum. This levy fund is held in a Government account and can only be used by the Council to pay for training that fits within the definition of an apprenticeship, for either new or existing employees.

4.2 In addition, public sector bodies with 250 or more staff in England, have been given a target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. The Council must have regard to the target, which means that in making workforce planning decisions, the Council should actively consider apprenticeships, either for new recruits or as part of career development for existing staff. Apprentices are only considered as 'new apprentices' who will count towards the target, in the year in which they begin their apprenticeship. For the Council this target would be an average of just over 12 new apprenticeship starts per year over the 4 year period to March 2021.

4.3 To reflect these changes a new Policy Statement on Apprenticeships has been produced and is set out in Appendix 1. This new approach has been developed taking into account the Council's business strategy, the age profile of the workforce and consideration of skills gaps and shortages. Members are now asked to consider and approve this Policy Statement.

- 4.4 Consultation has taken place with the Trade Unions on the Policy Statement and any comments received have been considered in the development of the statement.
- 4.5 It should be noted that the Government is not providing any additional funding to meet the new targets, and consequently any new apprenticeships that are created will need to be met from within existing resources. The new policy statement will look to achieve this by developing our existing processes so that:
- Heads of Service in conjunction with the relevant manager will assess whether any vacancies that arise are suitable to be converted into an apprenticeship
  - Specific consideration is given to apprenticeships for the career development of existing staff as part of the employee development appraisal process
- 4.6 Progress on achieving the target will be included in the suite of Quarterly Performance Indicators that are reported to Cabinet and Corporate and Environmental Overview and Scrutiny Committee.

## **5.0 HR STRATEGY AND WORKFORCE PLAN**

- 5.1 The current HR Strategy and Workforce Plan covers the period 2015-18 and good progress has been made against it in a number of areas including:
- A comprehensive range of training and development courses is being provided following identification of training needs through the appraisal process. Feedback on courses is good and amendments have been made when necessary.
  - An e-learning facility was launched in February 2017 for both Officers and Members with an extensive range of courses, and a phase two launch with additional courses is anticipated in July 2017. The system was procured with Chorley Council and represents a positive example of partnership working.
  - A second phase Leadership and Management Development programme is currently being run, which consists of six modules and will be completed in October 2018. Two of the six modules have been undertaken by managers to date.
  - The ITrent payroll self-service system has now been rolled out, which has enabled payroll services to be streamlined.
  - Levels of employee sickness absence have reduced and stood at 7.44 days lost per full time equivalent member of staff as of 31<sup>st</sup> March 2017, and this performance is better than the target of 8.08 days.
  - The Council has successfully appointed to its vacancies, including numerous senior manager posts, within the last twelve months.

- Measures to improve and develop employee engagement continue to be delivered, including through the development appraisal process, staff suggestion schemes, reward packages and the training opportunities available for staff.

5.2 It is intended that an updated Strategy and Workforce Plan covering the period 2018-21 will be reported to Council next year for approval.

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

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

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

7.1 There are financial and resource implications arising from this report in respect of the creation of new apprenticeship posts as the Council will need to redirect budgets to fund them. It is also estimated that the Council will pay around £55,000 in levy payments per annum and this has been built into the budgets for the current financial year. These levy payments can be used to fund the training for new apprenticeship posts and to fund existing staff to undertake apprenticeship courses.

## **8.0 RISK ASSESSMENT**

8.1 The Council needs to update its arrangements on Apprenticeships to ensure compliance with new government rules and regulations.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix 1 - Policy statement on Apprenticeships  
Appendix 2 - Equality Impact Assessment



**West Lancashire Borough Council**

**Policy Statement on Apprenticeships**

**Introduction**

The Council is committed to promoting apprenticeships and will aim to meet the new Government target of an average of 2.3% apprenticeship starts per year over the four year period 2017/18 to 2020/21. This target works out to an average of just over 12 apprenticeship starts per year, and progress against this target will be monitored through the corporate performance management suite of indicators.

**Definition**

An apprenticeship is a way for young people and adult learners to earn while they learn in a real job, gaining a real qualification and skills for the future. Depending on the sector and job role, an apprenticeship can take anything between one and five years to complete. It is a package of training and qualifications. Key features include:

- Must be employed in a real job - they may be an existing employee or a new hire
- Must work towards an approved apprenticeship standard
- Training must last at least 12 months, but any contract needs to be at least a year and a day.
- Must spend at least 20% of time on off the job training

**Apprenticeship Levy and Funding**

From April 2017 government regulations will require the Council to pay an apprenticeship levy based on a percentage of our total pay bill. This levy will cost around £55,000 per year and has been built into the budgets for 2017-18. This levy can be used to pay for the training costs for apprenticeships, and this funding will be managed corporately by Human Resources.

The Service employing the apprentice will be responsible for funding their pay costs, and there will be no additional budgets available for apprentice pay costs. Consequently any new apprenticeship posts that are created will need to be funded through service restructuring or external funding.

**Recruitment to new Apprenticeship Posts and Pay Rates**

Heads of Service in conjunction with the appropriate manager will assess whether any vacancies that arise are suitable to be converted into an apprenticeship. The results of this review and the decision will be recorded on vacancy clearance forms.

The Council will seek to attract and appoint applicants who demonstrate qualities that reflect the Council's vision and values. In return the apprentice will receive quality training that will enable them to become proficient in the standard.

The pay rate of a new apprenticeship post will vary depending on the skills and knowledge that the apprentice may be expected to already have, for example this may be a particular requirement in professional services such as an apprenticeship for a Solicitor post. However, in line with most neighbouring authorities the minimum pay rate for a new apprenticeship post will be the National Minimum wage (which is updated in April each year):

- Under 18s receive £4.05 per hour
- Ages 18-20 receive £5.60 per hour
- Ages 21 to 24 receive £7.05
- Ages 25 and over receive £7.50 (This is known as the National Living wage)

Advice should be sought from Human Resources on the pay rates to be applied.

### **Career Development of Existing Staff**

If an apprenticeship standard is identified as being beneficial to the business needs of the service, then eligible employees will be given the opportunity to be considered for this training. Employees may also specify an interest in an appropriate apprenticeship standard via the development appraisal process, and such requests will be considered in accordance with the business needs of the service and the funding available.

Existing employees will be paid at the normal rate for their job while undertaking apprenticeship training.

### **Selection of Training Providers**

Services will take the lead role in selecting and managing relationships with registered training providers, supported by HR and will use the digital apprenticeship service (DAS) to choose and pay for apprenticeship training. The Council will comply with the Public Contracts Regulations 2015 in this selection process and managers will select training providers who represent best value for money, based on a range of factors including quality, cost and location. Due regard will be paid to Government funding guidelines.

### **Evaluation**

Apprenticeships will be evaluated on quality, cost and relevance to the job and this will help to inform future strategy. HR will periodically review progress to ensure the Council is meeting its target and publish information on progress towards the target in accordance with Government requirements.





## Equality Impact Assessment Form



<b>Directorate:</b>	<b>Service:</b> Finance and HR Services
<b>Completed by:</b> Gill Farrimond	<b>Date:</b> 23/6/17
<b>Subject Title:</b> Apprenticeship Policy Statement and Update on Human Resources Strategy and Work Force Plan	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes <i>*delete as appropriate</i>
Is a service being designed, redesigned or cutback:	Yes
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	Yes
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
Details of the matter under consideration:	Implementation of an Apprenticeship Policy Statement to support the Government's new approach to apprenticeships .This assessment form also covers the update on the Human Resources Strategy and Work Force Plan.
<p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes <i>*delete as appropriate</i>
<p>If <b>Yes</b>, provide details of how this impacts on service users, staff or Councillors (stakeholders):</p> <p><i>If you answered <b>Yes</b> go to <b>Section 3</b></i></p>	
<p>If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups:</p> <p><i>You do not need to complete the rest of this form.</i></p>	

<b>3. EVIDENCE COLLECTION</b>	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Those members of the community who may be interested in applying for an apprenticeship with an approved apprenticeship standard and existing employees who want to obtain accredited qualifications that can be delivered as an apprenticeship standard.
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	It is evident that the Council has a low proportion of employees in the age bracket below 30 years.
Which of the protected characteristics are most relevant to the work being carried out?  Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity	<i>*delete as appropriate</i>  Yes in particular but also Yes Yes Yes Yes Yes Yes Yes Yes
<b>4. DATA ANALYSIS</b>	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	The Council has had a limited number of people employed as apprentices in the past. (approx. 2 at any one time).  The introduction of apprenticeship standards is a new Government approach so no one is currently employed within the Council as an apprentice under the new standards. There is a target to employ an average of at least 2.3% of staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. This can include existing staff and equates to approximately 12 new starters on apprenticeship training programs per year for the Council. (including existing staff receiving training on accredited programs)
What will the impact of the work being carried out be on usage/the stakeholders?	To encourage the consideration of apprenticeship posts within the Council and applications from people who have the knowledge and abilities to do the job. This will hopefully help to improve the in balance of young people appointed to jobs. However, the creation of new

	<p>apprenticeship posts is subject to budget considerations.</p> <p>The Apprenticeship statement will ensure the Council address equality principles in the selection of existing and new employees for apprenticeship standards. It should be noted that apprenticeship standards are only relevant for delivery in a number of occupational areas.</p>
<p>What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?</p>	<p>The provisions of increased apprentice opportunities within the Council, is a Government led initiative, for which they undertook appropriate equality Impact Assessments on a national basis, including national consultation.</p> <p>We have consulted locally with our trade unions in addition to this national consultation activity, in respect of our specific policy statement.</p> <p>There is national and local support for improving opportunities to create apprenticeship opportunities within the public sector.</p>
<p>What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?</p>	<p>Equality statistics for recruitment show that although young people do apply for Council posts the success of younger candidates in being appointed is not proportionate to the older and possibly more experienced age groups. The equality profile of the council workforce is that there are no employees in the 16-19 age bracket as of April 2017 and only 4.61% of employees in the 20-29 age bracket. Of the 44 posts appointed to in the 2016/2017 financial period:-</p> <ul style="list-style-type: none"> <li>• 24.2% of applicants were in the age range 16 to 30 years</li> <li>• The 16 to 30 age group shortlisted are proportionate to the number of applications in this age range at 23.5%</li> <li>• 20.5% appointed were aged 16 to 30.</li> </ul>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	<p>Not applicable</p>

<b>5. IMPACT OF DECISIONS</b>	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	<p>Everyone, no matter whether or not they possess a particular protected characteristic will be given the opportunity of being considered for an apprenticeship.</p> <p>However, it is envisaged that if the Council is able to provide apprenticeships (This is subject to budget constraints) this should enable the Council to attract more young people to apply for such posts given the fact that experience is not usually a requirement on the person specifications. It should be noted that more mature workers are still eligible to apply for such posts and appointments will be made on the competencies specified for the apprenticeship.</p>
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	<p>This is considered to be a positive initiative with no negative impact, unless the Council is not able to create apprenticeship posts due to budget issues.</p> <p>Apprenticeships for existing staff can only be offered to employees who work in areas of work where apprenticeship standards have been established, however the council will encourage the establishment of generic management and supervisory training.</p>
What actions do you plan to take to address any other issues above?	<p>Encourage Management to consider creating apprenticeships for new starters as existing posts become vacant.</p> <p>Encouragement of the use of management and supervisory apprenticeships for existing staff.</p>
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	Reviewed on an annual basis by HR





COUNCIL : 19<sup>th</sup> July 2017

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**Report of: Director of Leisure and Wellbeing**

**Contact for further information: Paul Adamson (Extn. 5241)**  
**(E-mail: [paul.adamson@westlancs.gov.uk](mailto:paul.adamson@westlancs.gov.uk))**

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**SUBJECT: HEALTH AND SAFETY STRATEGIC PLAN 2017/20**

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Wards affected: Borough wide.

## **1.0 PURPOSE OF THE REPORT**

1.1 To provide an update on the progress made in relation to the 2014/17 Health and Safety Strategic Plan and to agree a new Health and Safety Strategic Plan for 2017/20.

## **2.0 RECOMMENDATIONS**

2.1 That progress against the Health and Safety Strategic Plan 2014/17 be noted.

2.2 That the Health and Safety Strategic Plan 2017/20 at Appendix 2 to this report be agreed and the objectives and targets stated in the Plan are supported.

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## **3.0 STRATEGIC PLAN 2014/17 ACHIEVEMENTS**

3.1 The Health and Safety Strategic Plan 2014/17 (the 2014/17 Plan) was developed through a process of consultation with managers and staff, and set out six strategic goals that were agreed as a means to ensure that health and safety remains a cornerstone of our activities.

3.2 Significant advances have been made in the development of our health and safety management systems. All staff and elected Members are working to protect the health and safety of employees, visitors and contractors by ensuring that risks in the changing workplace are properly controlled. The 2014/17 Plan was underpinned by many specific tasks designed to achieve the six strategic goals. The following sections provide outline comment on the performance against each of these goals.

## **4.0 PROGRESS AGAINST THE 2014/17 PLAN SIX STRATEGIC GOALS**

### **4.1 Goal 1 - The Council has the competence to identify hazards and ensure that risks are properly controlled.**

Through the use of new online learning management software ('Learning Pool'), the provision and access to training has improved. The Corporate Health and Safety Service has developed and delivered a wide range training courses that blend e-learning with more traditional methods of learning, as a means to increase the effectiveness and efficiency of training. Some of the most notable developments include:

- health and safety refresher training completed individually by all staff
- improved health and safety induction
- the range of 'tool box talks' [developed for operational staff] has been increased

Accordingly, the level of competency across the Council has shown progressive improvement, resulting in the ability of heads of service, managers and workers to recognise the risks in their operational activities and apply the right measures to control and manage those risks.

Training remains an important part of the Plan for 2017/20, which will include specific training for senior managers.

### **4.2 Goal 2 - The Council will have strong and sustainable leadership in health and safety.**

A visible structure of health and safety leadership has been developed where leaders, at all levels, are seen to be actively involved and where the emphasis is on action. The Chief Executive, Heads of Service and senior managers are seen to be both collectively and individually discharging their responsibility for health and safety, and as such champion health and safety and embrace their accountability for delivery. Corporate Health and Safety meetings are led by the Chief Executive and are well represented by all services.

### **4.3 Goal 3 - Our workforce will be fully engaged in health and safety.**

The Corporate Health and Safety Service helps to promote and engage the majority of the workforce as a means to contribute to the effective management of health and safety. This has included the voluntary expansion of workplace health and safety representatives across all service areas of the Council, which has resulted in improved partnership working with management. This engagement has covered both occupational and accident/incident risks, which allows staff to identify good practices and share them across the Council.

### **4.4 Goal 4 - We will continue to raise standards and continually improve our health and safety performance.**

The Council has maintained its good track record in health and safety. Targeted campaigns on specific health and safety topics and improvements in health and safety management systems have helped to maintain this good record. The

approach to risk assessment has also been simplified as a means to keep the process relevant and help further develop a sensible approach to risk management.

Accidents and near misses remain at a low level; nevertheless, new methods to assess and develop health and safety performance are being sought as part of the Health and Safety Strategic Plan 2017/20. This includes the establishment of leading and lagging health and safety performance indicators and improved availability information and data to inform decision making.

**4.5 Goal 5 - Health and safety issues will be effectively communicated across the Council.**

As indicated above, communication regarding health and safety in aspects of the Council's business works well. This has been achieved through a structured approach to meetings as well as clear responsibilities when responding to issues.

**4.6 Goal 6 - Effectively manage the occupational health and safety risks of contracted out work.**

The control of contractors presents a specific challenge. The Council engages with a large number of companies and organisations and must ensure that these operate to the same high standards that are expected of Council employees. Accordingly, a detailed approach to the assessment and monitoring of contractor health and safety performance has been implemented that seeks to ensure that, where the Council contracts out work to other organisations, or works in partnership with other organisations, the occupational health and safety risks are properly and satisfactorily addressed.

**5.0 THE 2017/20 HEALTH AND SAFETY STRATEGIC PLAN**

5.1 The 2017/20 Health and Safety Strategic Plan (the 2017/20 Plan) attached at Appendix 2 to this report reinforces the Council's commitment to provide a safe and healthy working environment. It aims to build on the existing good progress to date and therefore concentrates on the provision of Health and Safety information and training to staff.

5.2 Members will note that the 2017/20 Plan is a more concise document than the previous version. Not only does this reflect the Council's continued good performance on health and safety, it helps to ensure that performance against the 2017/20 Plan can be more easily monitored.

**6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

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

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

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

## **8.0 RISK ASSESSMENT**

8.1 The Council has a legal duty to manage its health and safety responsibilities and to have an effective health and safety management system in place. The approval of the 2017/20 Health and Safety Strategic Plan is a key part of the Council's health and safety management system and therefore any failure to approve the document could leave the Council open to legal challenge.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix 1 - Equality Impact Assessment

Appendix 2 - Health and Safety Strategic Plan 2017/2020

## Appendix 1

# Equality Impact Assessment Form



<b>Directorate: Leisure and Wellbeing</b>		<b>Service: Licensing</b>	
<b>Completed by: Paul Adamson</b>		<b>Date: 26/06/17</b>	
<b>Subject Title: HEALTH AND SAFETY STRATEGIC PLAN 2017/20</b>			
<b>1. DESCRIPTION</b>			
Is a policy or strategy being produced or revised:	Yes	<i>*delete as appropriate</i>	
Is a service being designed, redesigned or cutback:	No		
Is a commissioning plan or contract specification being developed:	No		
Is a budget being set or funding allocated:	No		
Is a programme or project being planned:	No		
Are recommendations being presented to senior managers and/or Councillors:	Yes		
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	No		
Details of the matter under consideration:			
<p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>			
<b>2. RELEVANCE</b>			
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes	<i>*delete as appropriate</i>	
<p>If <b>Yes</b>, provide details of how this impacts on service users, staff or Councillors (stakeholders):</p> <p><i>If you answered <b>Yes</b> go to <b>Section 3</b></i></p>	<p>Development of new health and safety strategic plan for next 3 years. The Council's health and safety responsibilities affect all staff and Councillors, as well as service users and those working with or on behalf of the Council.</p>		
<p>If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups:</p> <p><i>You do not need to complete the rest of this form.</i></p>			
<b>3. EVIDENCE COLLECTION</b>			
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Service users, staff and Councillors.		
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	The Corporate Health and Safety Service and the Strategic Plan is available to all staff and Councillors. The health and safety performance		

	of the Council impacts on all staff and Councillors as well as service users and those working with or on behalf of the Council.
Which of the protected characteristics are most relevant to the work being carried out?	<i>*delete as appropriate</i>
Age	No
Gender	No
Disability	No
Race and Culture	No
Sexual Orientation	No
Religion or Belief	No
Gender Reassignment	No
Marriage and Civil Partnership	No
Pregnancy and Maternity	No
<b>4. DATA ANALYSIS</b>	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	All staff and Councillors as well as service users and those working with or on behalf of the Council.
What will the impact of the work being carried out be on usage/the stakeholders?	Developing existing health and safety performance and procedures.
What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?	The draft Strategic Plan has been open to staff consultation and approval is being sought from Council.
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	The draft Strategic Plan has been open to staff consultation and approval is being sought from Council.
If any further data/consultation is needed and is to be gathered, please specify:	N/A
<b>5. IMPACT OF DECISIONS</b>	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	None.
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	N/A
What actions do you plan to take to address any	No actions

other issues above?	<i>If no actions are planned state no actions</i>
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The Strategic Plan 2017/20 will remain under review by the Corporate Health and Safety Service and the Corporate Health and Safety Committee throughout the 3 year period. The Plan will be reviewed in 2020.





West Lancashire Borough Council



# Health & Safety at Work

Health and Safety Policy and Procedures

Health and Safety at Work

# Health and Safety Strategic Plan 2017/2020

West Lancashire Borough Council  
Corporate Health and Safety Unit  
Leisure and Wellbeing  
The Robert Hodge Centre  
Stanley Way  
Skelmersdale  
Lancashire



## 1.0 Introduction

The Health and Safety Strategy 2017-20 has been developed to support the Council's aims and objectives as laid out in the Corporate Plan. The Health and Safety Strategy supports the strategic and operational management of the Council and looks to go beyond the traditional health and safety role of preventing harm. The Health and Safety Strategy commits the Council to continually improve the health and safety of its staff and any other person affected by its activities. The Health and Safety Strategy is not just about achieving compliance, but will assist in realising:

- Efficient, proactive and pragmatic ways of delivering health and safety
- A safe and healthy environment for staff and any other person affected by our activities
- A robust health and safety culture across the Council
- Effective means of protecting stakeholders, including staff and any other person affected by our activities from harm

The Health and Safety Strategy describes in broad terms what our approach to health and safety is and what we intend to do.

## 2.0 Background

All the Council's corporate objectives are more effectively realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved and all stakeholders are engaged.

Robust and comprehensive health and safety management underpins all the work of the Council including corporate strategy and planning. This is achieved by ensuring staff work in a safe and healthy environment, aware of responsibilities with regard to maintenance of their own and colleague's health and safety and the duty the Council has to safeguard health and safety.

Health and Safety Management, as with all aspects of the Council's operation, does not operate in isolation and is affected by the political and economic environment prevailing at the time. Deregulation and reduction in public spending, the emphasis on compensation and blame, the rapid development of new processes and systems all have an impact on health and safety management. Therefore achieving a safe working environment has to be dynamic, proactive and comprehensive yet pragmatic.

The Council must ensure that it complies with all health and safety legislation and requirements of enforcing authorities. The Council will continue to work with the Health and Safety Executive (HSE) and Fire Authorities to improve the standards of health, safety and wellbeing across the Council.

## 3.0 Developing Key themes and key performance indicators of the Strategy

The key challenge for this Strategy is how to build upon the progress made from previous strategies and further embed health and safety into the operations of the Council.

The ability to maintain the effectiveness of our health and safety management system gained through the significant progress achieved over the last few years is vital. The adoption of these key themes and performance indicators will support and enhance what has been achieved to date.

The decision to adopt this approach is the result of the collaborative approach the health and safety unit has adopted while working with the various service providers within the Council.

The themes will assist in achieving an improved balance between systems and behavioural aspects of management. In addition, it will ensure health and safety is an integral part of management generally rather than perceived as a



separate additional aspect.

### 3.1 Strategic Health and Safety Themes

Identified themes cover the following areas:

- Leadership and Management
- Competence
- Risk Management
- Health and Wellbeing
- Collaborative working

### 3.2 Leadership and Management

Successful health and safety management comes from the top of an organisation and health and safety leadership must also start here. Visible and active commitment from the Council, CMT, DMT's and managers to health and safety clearly demonstrate a commitment which will be embraced by other members of staff. Proactive management and ownership of health and safety is a clear indication of a positive health and safety culture.

The activities/key performance indicators necessary to promote this theme are:

1. Maintenance of an effective communication system through the Councils clear management structure
2. Continue to demonstrate that Health and Safety management is integrated in business decisions
3. Maintain the regular reviews of health and safety performance
4. Ensuring appropriate resources are provided allowing for effective management of health and safety
5. Ensuring all staff continue to receive appropriate induction and training
6. Ensure sufficient training and guidance is provided regarding leadership in health and safety
7. Ensure strategic health and safety aims are communicated and embedded throughout the Council

In order to achieve the above we will continue with our health and safety communication strategy with our progress illustrated by the actions on page 6 of this document.

### 3.3 Competence

Effective health and safety management requires competence at every level. Competence, in this context, is the ability for every member of staff to recognise the most foreseeable risks, particularly the serious risks, and have the ability to take steps to control them. For large and complex organisations, such as the Council, competence also means having health and safety practices, procedures and standards which are used consistently across the organisation.

The activities/key performance indicators necessary to promote this theme are:

1. Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector
2. Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors
3. Staff are aware of how to access competent advice
4. Use of appropriate risk management/risk assessment techniques across all directorates/service areas
5. Ensuring comprehensive training programs and opportunities are available to staff



The activities/key performance indicators necessary to support staff are:

1. Extend the e-learning system to reflect training needs in relation to competence.
2. Develop specific face-to-face training relating to specific risks

### 3.4 Risk Management

Effective and proportionate risk management should ensure both legal compliance and the safety of staff.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Continue to proactively identifying all hazards across the Council
2. Further improve the risk management framework to ensure effective use and adoption
3. Ensure that health and safety is always an integral part of the planning and review processes at Council and also directorate/service area levels
4. Ensure the effective implementation of the Councils fire safety management system and associated safety standards
5. Develop a suite of lagging / leading health and safety performance indicators
6. Ensure all aspects of the Council's activities is audited within the stated period
7. Evaluate the effectiveness and suitability of existing risk management methodology
8. Improve reporting, recording and investigation of accidents and incidents

### 3.5 Health and Wellbeing

Positive health and wellbeing can reduce absenteeism, improve physical fitness and mental alertness and as a result increase productivity.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff
2. Promote, encourage participation and support initiatives that enhance occupational health and wellbeing
3. Improve the collection and understanding of ill-health and sickness absence data

### 3.5 Collaborative working

Successful health and safety management is a collective responsibility in which all members of staff must play a part. This responsibility must be embedded through clear demonstration of management standards.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Develop initiatives to encourage collaborative working
2. Ensuring appropriate communications channels exist for the dissemination of all health and safety information
3. Ensure all aspects of the Council's activities is audited within the stated period
4. Develop occupational health and safety system in accordance with ISO 45001 principles
5. Evaluate the effectiveness and suitability of existing risk management methodology
6. Improve reporting, recording and investigation of accidents and incidents



7. Maintain effective and efficient management and control of contractors.

#### 4. Making it Happen

The main responsibility for health and safety of staff and visitors rests with the Chief Executive and Heads of Service. The day to day operational management of health and safety is delegated to senior managers, line managers and supervisors.

The Health and Safety Unit has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health and Safety Strategy.

The day-to-day management of health and safety is the responsibility of line managers but the Health and Safety Unit, in partnership with others, will work to enable and empower managers and others to actively manage health and safety with the same degree of expertise to the standards of other core business activities.

The Health and Safety Unit will work closely with all directorates and services, trades Unions and other stakeholders to promote ownership of health and safety across the Council and will develop the corporate health and safety action plan supporting this strategy.

During the first year of the plan (2017/18) we will be focusing on embedding and targeting risk, including:

- i. Start of new internal safety audit program
- ii. Introduction of e-learning programs
- iii. Review of health and safety management system

For the period 2018/20, as well as ensuring that the above has been achieved and maintained, we will further develop our health and safety management system to ensure that it reflects the requirements of ISO 45001, the new International Standard for Occupational Health and Safety Management Systems.

#### 5. Key roles and responsibilities

In order for this strategy to be effective management have certain roles and responsibilities:

Role	Responsibility
Chief Executive and Heads of Service	<ul style="list-style-type: none"> <li>• Owner of health and safety strategy.</li> <li>• Review progress against plan</li> <li>• Ensure sufficient resources are allocated to achieve objectives</li> </ul>
Directorates	<ul style="list-style-type: none"> <li>• Ensure effective implementation of strategy within their sphere of influence</li> <li>• Report service/directorate progress against plan</li> </ul>
Health and Safety Unit	<ul style="list-style-type: none"> <li>• Monitor progress against plan</li> <li>• Report to CMT/CHSC</li> </ul>



## 6. Action plan

Theme 1: Leadership and Management			
Objective	KPI	Success indicator	Owner
1.1 Maintenance of an effective communication system through the Council's management structure.	Record of corporate and service health and safety meetings, publication of health and safety briefings.	Meeting are being held and accurate minutes are being kept. Regular publication dates are set and met for health and safety briefings. The publications will be released on a quarterly cycle or sooner should circumstances dictate.	HOS/HSU
1.2 Continue to demonstrate that Health and Safety management is integrated in business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that health and safety is being considered.	CMT/SENIOR MANAGERS
1.3 Maintain the regular reviews of health and safety performance.	Health and safety management audit programme in place and audit areas and proposed dates communicated to managers.	Successful completion of audit programme, six audits per year, and publication of all completed health and safety management audit findings.	HSU
1.4 Ensuring appropriate resources are provided allowing for effective management of health and safety.	Inclusion of appropriate health and safety consideration as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	CMT
1.5 Ensuring all staff continue to receive appropriate induction and training.	All new staff complete the health and safety induction programme.	Records of completed training are up to date and reported to management.	HSU/HR
1.6 Ensure sufficient training and guidance is provided regarding leadership in health and safety.	All senior managers complete safety for senior managers via e-learning package.	Records of training and guidance are up to date, with any additional training needs identified acted upon.	HSU/CMT
1.7 Ensure strategic health and safety aims are communicated and embedded throughout the Council.	Strategy communicated to Council community on approval.	Strategy is being communicated to all staff via health and safety briefings, online bite size training modules (Learning Pool). Successful interaction with staff to ensure that it is understood and effectively implemented.	HSU/CMT

Theme 2: Competence			
Objective	KPI	Success indicator	Owner
2.1 Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector.	Development of health and safety competency matrix for each job category.	Progressive implementation of competency matrix.	HSU
2.2 Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.	Development and deployment of learning and development tools and information sources suited to the needs of all levels of staff within the Council.	Increased understanding and wide spread use of the learning and information resources provided, qualified by analysis of systems interaction and feedback.	HSU/CMT
2.3 Staff are aware of how to access competent advice.	Level of contact established between staff and the corporate health and safety unit.	Increased contact with HSU from staff at all levels within the Council.	HSU
2.4 Use of appropriate risk management/risk assessment techniques across all directorates/service areas.	Level of use of the health and safety risk management tools and forms provided by the HSU on the Health and Safety Gateway.	Increase in the number of appropriate HS forms used and submitted to the HSU. All submitted documents are archived and year on year cumulative comparisons analysed.	HSU
2.5 Ensuring comprehensive training programs and opportunities are available to staff.	Number of appropriate HS courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	HSU/HOS
2.6 Extend e-learning system to reflect training needs in relation to competence.	New modules developed and introduced.	Year on year increase in % of users accessing the e-learning system and the number of courses completed.	HSU
2.7 Develop specific face-to-face training relating to specific risks.	New modules developed and introduced.	Year on year increase in course availability, satisfaction and % passing.	HSU



Theme 3: Risk Management			
Objective	KPI	Success indicator	Owner
3.1 Continue to proactively identifying all hazards across the Council.	Risk assessment programme developed and in place.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	HSU
3.2 Further improve the health and safety risk management framework to ensure effective use and adoption.	Increased user involvement in the development of the health and safety risk management framework.	Active user driven health and safety risk management programme.	HSU
3.3 Ensure that health and safety is always an integral part of the planning and review processes at Council and directorate/service area levels.	Documented evidence of the inclusion of relevant health and safety matters.	Evidence of the positive impact health and safety considerations have made during the processes.	HSU
3.4 Ensure the effective implementation of the Council's fire safety management system and associated safety standards.	Implementation of fire risk assessment programme for all Council owned buildings.	Fire risk assessment findings/recommendations effectively implemented.	HSU
3.5 Develop a suite of lagging / leading health and safety performance indicators.	Suite of indicators developed.	Staged introduction of indicators based on service area maturity levels.	HSU
3.6 Ensure all aspects of the Council's activities are audited within the stated period.	Areas audited according to audit plan.	Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	HSU
3.7 Evaluate the effectiveness and suitability of existing risk management methodology.	Evaluation carried out and improvements implemented.	Improved risk management framework evidenced.	HSU/ Directorates/ Service Areas
3.8 All service areas to carry out an annual risk assessment review.	Annual risk assessment review carried out by service managers between September and January.	All risk assessment reviews completed and documentation updated.	HSU/HOS
3.9 Improve reporting, recording and investigation of accidents and incidents.	All RIDDOR events reported and investigated.	Levels of reporting investigation noted. No adverse outcomes from enforcement agency follow-up.	HSU/ Directorates/ Service Areas

Theme 4: Health and Wellbeing			
Objective	KPI	Success indicator	Owner
4.1 Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff.	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting/recording of occupational health and wellbeing issues.	HR/HSU
4.2 Promote, encourage participation and support initiatives that enhance occupational health and wellbeing.	Participation in WLBC'S wellbeing initiative.	Improved awareness by managers. Show year on year improvement for example by use of a general employee survey.	HSU
4.3 Improve the collection and understanding of ill-health and sickness absence data.	Standardised reporting and recording system introduced.	Levels of absence are reduced and proactively monitored.	HR/ HSU

Theme 5: Collaborative Working			
Objective	KPI	Success indicator	Owner
5.1 Develop initiatives to encourage collaborative working.	Progress made establishing joint working between employee representatives, management and the Health and safety unit.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	TU/HSU
5.2 Ensuring appropriate communications channels exist for the dissemination of all health and safety information.	Increased take up of available health and safety resources.	Greater health and safety awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes.	HSU
5.3 Establish links with Council community to ensure health and safety awareness is embedded.	Quarterly update reports and annual meetings with managers.	Increased awareness and ownership of safety system evidenced, evidenced through health and safety management audits, risk assessment reviews etc.	HSU/ Directorates/ Service Areas
5.4 Utilise technological solutions to improve compliance monitoring and reporting arrangements.	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded.	HSU



5.5 Encourage effective working of Trade Union Safety Representatives.	Regular meeting with Trades Unions and effective consultation arrangements.	Evidence of engaged collaborative workforce evidenced by level of employee representation at health and safety committee meetings, participation in joint health and safety inspections.	HSU
5.6 Maintain effective and efficient management and control of contractors.	All contractors engaged by the Council have been subject to a health and safety management system/competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on the HS gateway. Effective co-operation and consultation maintain with contractors regarding WLBC expectations.	HSU/HOS





CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE: 13 JULY 2017

COUNCIL: 19 July 2017

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Report of: Borough Solicitor

Contact for further information: Mrs S Griffiths(Extn. 5097)  
(E-mail: susan.griffiths@westlancs.gov.uk)

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**SUBJECT: 'PROCEDURE FOR THE PUBLIC AND APPLICANTS WHO WISH TO  
SPEAK AT THE PLANNING COMMITTEE ON PLANNING  
APPLICATIONS THAT MIGHT AFFECT THEM'**

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Wards affected: Borough wide

## **1.0 PURPOSE OF REPORT**

1.1 To consider the revised protocol for public and applicants speaking at Planning Committee.

## **2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

2.1 That the success of the current planning committee public speaking procedure be noted.

2.2 That in relation to paragraphs 4.7 and 4.8 below, Members consider the wording to be set out in paragraph 3 'Who can speak at meetings – and what can I say?' second bullet point, as either: "*the Clerk to **the Parish Council for the parished area in which the application is situated.***", or "*the Clerk to **a Parish Council.***"

2.3 That agreed comments in relation to the Procedure and paragraph 2.2 above be submitted to Council.

## **3.0 RECOMMENDATIONS TO COUNCIL**

3.1 That the success of the current planning committee public speaking procedure be noted.

3.2 That the comments received from the Corporate Overview & Scrutiny Committee, as detailed in Appendix 2 to the report, be noted.

3.3 That in relation to paragraphs 4.7 and 4.8 below, Members consider the wording to be set out in paragraph 3 'Who can speak at meetings – and what can I say?',

second bullet point, as either: "*the Clerk to **the Parish Council for the parished area in which the application is situated***", or "*the Clerk to a Parish Council*"

- 3.4 That the 'Procedure for the Public and Applicants Who Wish to Speak at the Planning Committee on Planning Applications that might Affect Them' be approved as amended in Appendix 1 to the report, subject to consideration of paragraph 3.2 and 3.3 above, and Section 14 of the Constitution be updated accordingly.

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## 4.0 BACKGROUND

- 4.1 The current Planning Committee public speaking procedure was introduced in May 2003. The procedure provides opportunities for members of the public to address committee where they fall into three broad categories:

- Anyone who has written objecting to a planning application and who has been consulted under the neighbour notification procedure or his/her representative.
- Parish clerks (to represent the views of the Parish Council) or his/her representative.
- The applicant, or his/her representative (but only where it has been agreed a third party objecting to the proposal may speak).

- 4.2 The procedure has proved very successful in engaging members of the public and has had a positive impact on the decision making process. Revised estimates indicate that since its introduction over 1000 members of the public have spoken at Planning Committee.

- 4.3 The public speaking procedure has been carefully designed around 5 core principles to ensure that it is:

- Balanced and fair to all parties concerned
- Controllable - operating within clear guidelines
- Proportionate in terms of the total meeting agenda
- Not time wasting or repetitious
- Providing a positive benefit to the decision making process.

- 4.4 At its meeting on 28 September 2015 the Public Involvement in Meetings Working Group recommended that public speaking should also be introduced at meetings of Cabinet, Executive Overview and Scrutiny Committee, Corporate and Environmental Overview and Scrutiny Committee, Audit and Governance Committee and Standards Committee. Following consideration at Cabinet and Corporate and Environmental Overview and Scrutiny Committee, Council resolved that public speaking be introduced at these meetings with effect from April 2016.

- 4.5 The Working Group considered that a review of the Planning Committee public speaking arrangements was unnecessary at that time, but as part of its on-going work programme, a review of the arrangements would take place 12 months after implementation of its proposals with regard to the meetings referred to at paragraph 4.4 above.
- 4.6 In order to feed into the process, Planning Committee considered its 'Procedure for the Public and Applicants Who Wish to Speak at the Planning Committee on Planning Applications that might Affect Them' and agreed to continue with the current arrangements, subject to some minor amendments, as detailed in Appendix 1 to this report.
- 4.7 At its meeting on 21 April 2017 the Working Group considered the amended procedure recommended by the Planning Committee and in this respect it considered the issue of Parish Councils right to speak on planning applications, which fall within another Parish area that it borders. The Working Group recommended that the original wording set out in Appendix 1, paragraph 3 'Who can speak at meetings – and what can I say?', second bullet point, should be retained as follows: "*the Clerk to a Parish Council* ", rather than "*the Clerk to **the Parish Council for the parished area in which the application is situated***" as agreed at Planning Committee.
- 4.8 The amended wording suggested by Planning Committee reflects the long standing practice of the Committee to permit the local parish council representative to speak to the Committee (where the application lies within their parish) but not other parish council representatives from the other parished areas within West Lancashire nor to allow parish council speakers where the application site lies in an unparished area. Given that the core principles underlying the procedure concern ensuring that the procedure is controllable and operates to clear guidelines the suggested amendment attempts to strike a balance between providing opportunities to hear parish representatives in person without unduly lengthening committee meetings (which often have large numbers of applications to determine). Members of the Working Group, however, wish to retain the perceived flexibility provided by the original wording, and advise that the Chairman could use his discretion to limit the numbers of parish council speakers in the event that more than one parish council representative wishes to speak.

## 5.0 PROPOSALS AND NEXT STEPS

- 5.1 Members are being asked to approve the amended procedure, including consideration of which wording they would prefer in the procedure in relation to Parishes. Given the success of the current public speaking procedure it is recommended that the current arrangements be continued, subject to minor amendments set out in Appendix 1. The suggested amendments are designed to provide members of the public with greater clarity as to their eligibility to speak, the notice period they need to give and the procedure that will be adopted at the meeting. Other amendments are made to reflect changes to planning terminology and to provide up to date references to how members of the public can find out the decision made by Planning Committee if they are not in attendance at the meeting.

- 5.2 The current Protocol for Public Speaking at Cabinet, Overview and Scrutiny Committees, Audit & Governance Committee and Standards Committee will be further considered at a future meeting of the Working Group and will include consideration of:
- i) publicity for the Protocol arrangements
  - ii) a revised process to facilitate public speaking at the appropriate item on the agenda rather than at the start of the meeting
  - iii) the use of webcam recording at meetings
  - iv) access arrangements for speakers

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

- 6.1 Public speaking at Planning Committee provides an opportunity for members of the public to engage in the planning process at the point where decisions are about to be taken. This improves transparency in the planning process and helps to ensure more effective decision making.

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 7.1 The current public speaking arrangements are presently accommodated within existing resources. Any extension of the current public speaking arrangements, which is not recommended at this time, would require an assessment of additional resource requirement.

## **8.1 RISK ASSESSMENT**

- 8.1 The report recommends only minor changes to the current public speaking. These changes are designed to provide greater clarity and to reflect changes to planning terminology.

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### **Background Documents**

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

### **Equality Impact Assessment**

A formal equality impact assessment is attached at Appendix 3 to this report, the results of which have been taken into account in the Recommendations contained within this report.

### **Appendices**

1. 'Procedure for the Public and Applicants Who Wish to Speak at Planning Committee on Planning Applications that Might Affect Them' showing changes.
2. Minute of the Corporate & Environmental Overview and Scrutiny Committee held on 13 July 2017 (Council only)
3. Equality Impact Assessment

## PROCEDURE FOR THE PUBLIC AND APPLICANTS WHO WISH TO SPEAK AT THE PLANNING COMMITTEE ON PLANNING APPLICATIONS THAT MIGHT AFFECT THEM

The Council wants to improve the opportunity given to people in West Lancashire to have their say about planning applications that affect them.

Writing in with your comments is still the most effective way of ensuring that your views are known and that they are considered before a decision is taken. Now the Council have decided that people should also have the opportunity to reinforce their views by talking to the Councillors who make the decision at Planning Committee. This leaflet tells you how to go about it.

### 1. **Development ManagementControl - what it is and why we need it**

Development ManagementControl is a way of facilitating keeping a check on building or other work that affects the environment. In this way we can make sure that developments are suitable for the location they are in.

The Council deals with most planning applications, but there are some - usually those involving quarrying and waste treatment and disposal, or for County Council buildings - that the County Council handles.

We have a Committee of 158 Councillors who meet approximately once a month at the Council Offices in Ormskirk to look at planning applications. Meetings -commence at 7.30 p.m.

The Planning Committee do not consider all applications – only those of wider public interest.

### 2. **How can I have my say on Planning Applications that affect me?**

#### **(a) Writing to us**

Any comments you wish to make should be sent by e-mail to [plan.apps@westlancs.gov.uk](mailto:plan.apps@westlancs.gov.uk) or can be made online at [www.westlancs.gov.uk](http://www.westlancs.gov.uk) or you can write You should write to us informing us of your views on a planning application. Please write to the Director of Development and Regeneration, Council Offices, 52 Derby Street, Ormskirk, Lancashire, L39 2DF or e mail us on [plan.apps@westlancs.gov.uk](mailto:plan.apps@westlancs.gov.uk)

#### **(b) Informing your Borough Councillor**

You may also wish to inform your Borough Councillor.



### (c) Speaking at Committee

In those cases where applications are to be considered by the Planning Committee and, if you fall into one of the 3 categories of persons listed at paragraph 3 below you may now also request to speak to the Committee at the relevant meeting.

You will firstly need to find out whether or not the application on which you wish to speak is to be considered by the Planning Committee. You can do this by ringing the Planning Division on 01695 585115.

You will need to give at least 3 working days' notice prior to the day of the Committee meeting that you want to address the Committee (i.e. by 5pm on the Monday of the week of the Committee meeting) (contact details are at the end of this leaflet). Please also give a brief outline of the points you wish to make. A pro-forma is available for your assistance.

### 3. Who can speak at meetings - and what can I say?

The people who can request to speak at meetings are: ~~(in this order):~~

- anyone who has written objecting to the planning application and who has been consulted under the neighbour notification process by the Council, or his/her representative;

**Note:** Consultees/Organisations that have been formally consulted on the application will not be invited to speak, as their views will be set out clearly in the Committee reports).

- the Clerk to the a Parish Council for the parished area in which the application is situated, ~~(or his/her representative where the Clerk is unavailable)~~, to express the view of the Parish Council;
- the applicant or his/her representative but only where it has been agreed that a third party objecting to the proposal may speak.

**Note:** The minimum age for people to address the Committee under this procedure is 16 years.

If there is more than one speaker in any category then the Chairman of the Committee will decide how many can speak. This will be done the day before the meeting and the Member Services Officer will notify you of the Chairman's decision. Groups (e.g. of residents) are asked to nominate one person to speak on their behalf.

Each person will be limited to three minutes. This may not seem very long, but the Chairman has to get through the whole Agenda and give everyone a fair hearing. Speakers should not circulate any supporting documentation at the Committee meeting.

What you say must be relevant to the planning application only - nothing damaging or personal. You are asked to avoid duplicating points made by other speakers. You should address the meeting, please do not enter into a debate with Councillors.

#### 4. What will happen at the meeting?

If you feel nervous or uncomfortable at speaking in public, then you can ask someone else to do it for you. You can also bring an interpreter if you need one.

When you get to the meeting, the Member Services Officer will show you where to sit and let you know when you will be able to speak. There may be others speaking as well. Afterward you have spoken s-the Committee may ask you questions and may discuss what you have said along with all other information, and make a decision.

#### 5. General Information

- If you have ~~written in support of or made an objection to a planning application, and if the application is to be considered by the Planning Committee, we will write and tell you when it is likely to go before the Committee. You can also ring the "named officer" on the consultation letter to see how the application is progressing; or go to the Council's Website [www.westlincs.gov.uk](http://www.westlincs.gov.uk) and look at the Committee Agenda. This will be available five working days before the Committee sits.~~
- The Committee may postpone a decision to gather more information or make a site visit. No decision is taken at site visits - they are purely to help Councillors understand the issues better. If the Committee postpones a decision, you will not be allowed to address the meeting again, or address Members at their site visit, but your views will still be considered.
- In some cases planning applications are withdrawn from the Agenda on the day of the meeting. We will try to notify you as soon as possible if this happens.
- After~~When~~ a decision has been made, the Council's website will be updated.~~we will write to everyone who contacted us about the application to let them know what the decision is.~~ If we have turned



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down a development, the applicant can appeal against our decision. If this happens, we will tell you how you can make your view known at the appeal. If we grant planning permission, there is no right of appeal for objectors.

## 6. Who to contact

If you wish ~~are entitled to request to speak~~ to the Committee about an application, (see paragraph 3), Member Services will help you with arranging this. Don't forget you need at least 3 working days' notice. Please contact:-

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

**Telephone : 01695 585017**

**E Mail : [memberservices@westlancs.gov.uk](mailto:memberservices@westlancs.gov.uk)**



# Equality Impact Assessment Form



<b>Directorate: Legal and Democratic Services</b>	<b>Service: Member Services</b>
<b>Completed by: Susan Griffiths</b>	<b>Date: July 2017</b>
<b>Subject Title:</b> Procedure for the public and applicants who wish to speak at the Planning Committee on Planning Applications that might affect them	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	No – minor revisions are proposed to existing procedure
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
Details of the matter under consideration:	To recommend minor revisions to existing procedure
<p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered <b>Yes</b> go to <b>Section 3</b></i>	
If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	
<b>3. EVIDENCE COLLECTION</b>	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Members of the Public
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	n/a

Which of the protected characteristics are most relevant to the work being carried out?	
Age	Yes
Gender	Yes
Disability	Yes
Race and Culture	Yes
Sexual Orientation	Yes
Religion or Belief	Yes
Gender Reassignment	Yes
Marriage and Civil Partnership	Yes
Pregnancy and Maternity	Yes
<b>4. DATA ANALYSIS</b>	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	Members of the public
What will the impact of the work being carried out be on usage/the stakeholders?	No impact as only minor revisions are proposed to the existing procedure
What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?	The existing procedure has proved popular with over 750 people speaking at planning committee since its introduction.
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	n/a
If any further data/consultation is needed and is to be gathered, please specify:	n/a
<b>5. IMPACT OF DECISIONS</b>	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	No impact as only minor revisions are proposed to the existing procedure. The current procedure provides the same opportunities for all members of the public regardless of any protective characteristic they may have. Members of the public may ask a representative to speak on their behalf if they wish.
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	None
What actions do you plan to take to address any other issues above?	No issues
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The procedure is reviewed every 12 months by officers who will recommend any necessary amendments to members.



COUNCIL: 19 July 2017

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**Report of: Borough Solicitor**

**Contact for further information: Mr T Broderick (Extn. 5001)**  
**(E-mail: [terry.broderick@westlancs.gov.uk](mailto:terry.broderick@westlancs.gov.uk))**

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**SUBJECT: ELECTRONIC RECORDS STORAGE AND MANAGEMENT**

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Borough-wide interest

## **1.0 PURPOSE**

1.1 To inform members of necessary work in relation to the Council's electronic records storage and management and seek additional resources to complete this.

## **2.0 RECOMMENDATIONS**

2.1 That the report be noted.

2.2 That the appointment of a temporary Data Access and Storage Governance Project Officer and relevant funding for the project as set out at paragraph 7 of the report be approved.

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## **3.0 BACKGROUND**

3.1 The Council has had in place electronic storage of information for many years. The systems have evolved over time and support business processes in nearly all functional areas of the Council. The structuring of this storage, and the processes which surround its use and access need to be carefully managed to improve efficiency and meet information governance requirements.

3.2 Currently there is no corporate document storage solution. Services may use the Council's network for storage, while some service areas make use of software storage facilities within applications, such as case management systems, for some or all of their information.

- 3.3 The Council has in place governance arrangements relating to the storage of information in several policy documents. These include:
- ICT and Data Security Policy;
  - Retention and Disposal Schedule;
  - Corporate Catalogue;
  - Data Quality Policy;
  - Data Protection Policy.

The policy framework is supplemented by the ICT Strategy and Senior Information Risk Owner (SIRO) arrangements. At present the development and management of storage is governed within each service, guided through these support mechanisms (policies and arrangements).

#### **4.0 ISSUES**

- 4.1 Recent officer work and a move to new server arrangements has highlighted the need to review, on a corporate basis, the electronic storage of information. This requirement was cited in the Council's Annual Governance Statement and by the SIRO Annual Governance Statement, as previously reported to Audit and Governance Committee.
- 4.2 There are large volumes of information held electronically. The systems of storage and procedures for use and access around these are not standardised on a corporate basis. The Council has a diverse range of functions and currently there is no corporate solution for document management in use. Ahead of any future consideration of this, there remains a need to conduct a coordinated corporate review of electronic storage, to ensure that there is a standardised approach to the management of the Council's electronic information and to demonstrate compliance with data management requirements within all areas. An action plan is in preparation although this can only be implemented with the identification of suitable resource.
- 4.3 Implementation of the review will assist in driving business efficiency and further improve governance arrangements.

#### **5.0 INITIAL STEPS**

- 5.1 Officers have put a project group in place: Digital Data Information Governance Group (DDIGP). This has a vision to provide a structured facility for storage of Council electronic records, facilitating business delivery and compliance with all relevant governance requirements.
- 5.2 A work plan has been developed and this is to be updated into an action plan for delivery.
- 5.3 A revised structure for the storage and access permissions on the Council's network has been developed in consultation with BTLS.

- 5.4 An improved process for "starters" and "leavers" is being produced to assist the Council's requirements for administering appropriate electronic access to systems and hardware and cessation of this access on leaving/moving.

## **6.0 FURTHER WORK**

- 6.1 A staff resource (see s.7.0 below) is required to assist officers in Services to review storage within their areas. This will require bespoke structuring of records founded upon corporate standards. The officer resource would be guided by the DDIGP and work in conjunction with Heads of Service.
- 6.2 The work will implement an improvement programme across all services, developing the infrastructure underpinning storage systematically and prioritising service areas with the most pressing need .The officer will be working across services to restrict future budget requirements.
- 6.3 A job description for the role has been prepared and a job evaluation exercise undertaken. The role is proposed to be undertaken on a temporary basis, for two years from appointment.
- 6.4 A secondary role for the post holder will be to facilitate progression of the delivery of the General Data Protection Regulation (GDPR), liaising between services reviewed and officers responsible for implementing the requirements of GDPR.

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 7.1 Progress in relation to the necessary work is subject to the approval of the resource provided by the temporary appointment. Officers supporting that role through a Project Board will be limited to existing resources which have to date been stretched in moving forward delivery of this initiative. The officer cost would be set at PO2, equating to £45K per annum (including on costs), funded from the Major Projects Reserve.
- 7.2 There are costs of the technical aspects of implementation of the proposals to be charged by BTLS. These are not identified at this time but shall not exceed £10K. These would cover additional work in revising file structures and permissions; support to the new starters, leavers and movers procedure for identified operational needs and tasks ancillary to the project. Again it is proposed that this be funded from the Major Projects Reserve. Other costs are projected to be met from within existing budgets.
- 7.3 Moving forward, the project will produce a more coherent corporate structure for electronic records and will ensure there is a reduction in the need for storage, thereby containing costs and improve overall governance of records.

## **8.0 RISK ASSESSMENT**

- 8.1 The electronic storage of records has been highlighted as a matter requiring attention in the Council's Annual Governance Statements for 2016-17, as

noted. Subject to approval, an action plan is to be created and implemented to improve governance and to ensure continuing compliance with legislation and Council policy. This will be monitored as part of the project and entries in the Council's risk register will be reviewed / augmented and updated as the project progresses.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

None