



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

Tuesday, 20 February 2018

**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, 28 FEBRUARY 2018** at **7.30 PM** at which your attendance is requested.

Yours faithfully

A handwritten signature in black ink, appearing to be "Kim Webber".

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.)

671 - 674

- |            |  |           |
|------------|--|-----------|
| <b>4.</b>  | <b>MINUTES</b><br>To receive as a correct record the minutes of the previous meeting held on Wednesday, 13 December 2017.  | 673 - 686 |
| <b>5.</b>  | <b>ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF EXECUTIVE</b>   |           |
| <b>6.</b>  | <b>TO ANSWER ANY QUESTIONS UNDER THE PROVISIONS OF COUNCIL PROCEDURE RULE 10.2</b>   |           |
| <b>7.</b>  | <b>MINUTES OF COMMITTEES</b><br>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)         | Licensing & Appeals Committee - Tuesday, 5 December 2017   | 687 - 690 |
| b)         | Planning Committee - Thursday, 14 December 2017  | 691 - 694 |
| c)         | Planning Committee - Thursday, 18 January 2018   | 695 - 698 |
| d)         | Audit & Governance Committee - Tuesday, 30 January 2018  | 699 - 702 |
| <b>8.</b>  | <b>PAY POLICY STATEMENT 2018/19</b><br>To consider the report of the Borough Treasurer.  | 703 - 722 |
| <b>9.</b>  | <b>MEMBERS' ALLOWANCES SCHEME 2018/19 AND APPOINTMENT OF THE INDEPENDENT REMUNERATION PANEL</b><br>To consider the report of the Borough Solicitor.  | 723 - 728 |
| <b>10.</b> | <b>SUSTAINABLE ORGANISATION REVIEW</b><br>To consider the report of the Chief Executive.   | 729 - 740 |
| <b>11.</b> | <b>RECYCLING/GARDEN WASTE BIN INITIATIVE</b><br>To consider the report of the Director of Leisure and Environment.   | 741 - 750 |
| <b>12.</b> | <b>REVIEW OF GROUNDS MAINTENANCE AND STREET CLEANSING</b><br>To consider a report of the Director of Leisure and Environment.  | 751 - 798 |
| <b>13.</b> | <b>REVIEW OF PAY AND DISPLAY PARKING AND CHARGES</b><br>To consider the report of the Director of Development and Regeneration.  | 799 - 810 |
| <b>14.</b> | <b>SUSPENSION OF COUNCIL PROCEDURE RULE 13.4</b><br>To enable the Portfolio Holder / Shadow Portfolio Holder to present their budget statement it will be necessary to suspend Council Procedure Rule 13.4 for Agenda Items 15 and 18. (This Rule limits the length of a speech to 5 minutes.) |           |

**\* In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulation 2014, a recorded vote will be taken on these items.**

15. **\* BUDGET REQUIREMENT 2018/19**  
To consider the report of the Borough Treasurer. 811 - 834
16. **\* DETERMINATION OF COUNCIL TAX 2018/19**  
To consider the report of the Director of Housing and Inclusion. 835 - 844
17. **MEDIUM TERM GRA CAPITAL PROGRAMME**  
To consider the report of the Borough Treasurer. 845 - 852
18. **HOUSING ACCOUNT - REVENUE AND CAPITAL PROGRAMME**  
To consider the joint report of the Director of Housing and Inclusion and the Borough Treasurer. 853 - 874
19. **CAPITAL FINANCING AND TREASURY MANAGEMENT FRAMEWORK**  
To consider the report of the Borough Treasurer. 875 - 898
20. **MAYOR ELECT 2018/19**  
To consider the report of the Borough Solicitor. 899 - 900
21. **TIMETABLE OF MEETINGS 2018/19**  
To consider the report of the Borough Solicitor. 901 - 904
22. **EXCLUSION OF PRESS AND PUBLIC**  
It is recommended that members of the press and public be excluded from the meeting during consideration of the following item of business in accordance with Section 100A(4) of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (Financial /Business Affairs) of Part 1 of Schedule 12A to the Act and as, in all the circumstances of the case the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.
23. **LAND TO THE SOUTH OF DEGRAVE HOUSE, WHITEMOSS BUSINESS PARK, SKELMERSDALE**  
To consider the report of the Director of Development and Regeneration. 905 - 910

**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**.



# Agenda Item 3

## MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

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

**'disclosable pecuniary interest'** (DPI) means an interest of a description specified below which is your interest, your spouse's or civil partner's or the interest of somebody who you are living with as a husband or wife, or as if you were civil partners and you are aware that that other person has the interest.

**Interest**

Employment, office, trade, profession or vocation

Sponsorship

**Prescribed description**

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

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.

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

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

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

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

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

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

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

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

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

**'a connected person'** means

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

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

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

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

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

# Agenda Item 4

## COUNCIL

**HELD: Wednesday, 13 December 2017**

Start: 7.30 pm

Finish: 9.25 pm

## PRESENT:

Councillor: N Furey (Mayor)  
N Delaney (Deputy Mayor)

Councillors:

T Aldridge	I Ashcroft
M Barron	Mrs M Blake
T Blane	J Cairns
C Cooper	P Cotterill
S Currie	I Davis
J Davis	T Devine
G Dowling	D Evans
J Forshaw	Y Gagen
J Gordon	N Hennessy
G Hodson	J Hodson
P Hudson	J Kay
D McKay	F McKenna
C Marshall	Mrs J Marshall
J Mee	R Melling
M Mills	P Moon
I Moran	M Nixon
D O'Toole	G Owen
A Owens	R Pendleton
E Pope	A Pritchard
L Savage	Mrs D Stephenson
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  
Terry Broderick, Borough Solicitor  
Jacky Denning, Assistant Member Services Manager

## 59 PRAYERS

The Mayor advised of the absence of his Chaplain, Father Michael of St Richard's Church and the attendance of Paul Rowan, Parish MC, who led Members and officers in prayer.

**60 APOLOGIES**

Apologies for absence were received on behalf of Councillors Baybutt, Bullock, Mrs Evans and Pryce-Roberts.

**61 DECLARATIONS OF INTEREST**

The following declarations were received:

1. Councillors Aldridge, Barron, Hennessy, O'Toole and Pope declared a pecuniary / non pecuniary interest in relation to, agenda item 8 'Policy Options 2018-2021\*', agenda item 10 'Revised Capital Programme', agenda item 15 'LCC Public Realm Work 2018-2021' and agenda item 11 'Health and Wellbeing Strategy and Delivery Plan for West Lancashire' as Members of Lancashire County Council (LCC), as did Councillors Gagen and McKay as employees of LCC, and indicated that they would not participate in any detailed discussions which affected LCC\*.
2. Councillors Ashcroft, Barron, Mrs Blake, Blane, Gordon, Kay, Mrs Marshall, Mee, Pope and Whittington declared a pecuniary / non pecuniary interest in relation to agenda item 10 'Revised Capital Programme' and agenda item 11 'Health and Wellbeing Strategy and Delivery Plan for West Lancashire' as Members of a Parish Council and indicated they would not participate in any detailed discussions which affected the finances of those bodies specifically.\*  
  
\* By virtue of a dispensation granted by the Standards Committee all Councillors who have disclosable pecuniary or pecuniary interests in relation to relevant lines in the budget may participate and vote in the budget debates but not engage in detailed discussions about matters which affect those interests.
3. Councillors Delaney, Devine, Forshaw, Owen, Nixon and West (Tenant of a Council flat/house) Aldridge and McKay (Tenant of a Council garage) declared disclosable pecuniary interests in relation to item 9 'HRA Mid-Year Review' for the reasons indicated but were entitled to speak and vote by virtue of an exemption (nothing in these reports relates particularly to their respective interests arising from the tenancy or lease).
4. Councillors Aldridge, Blaine, Mee, Pendleton and Wright declared non-pecuniary interests in relation to item 9 'HRA Mid-Year Review' as they have a connected person who is a tenant of rented Council accommodation. Insofar as that interest becomes a pecuniary interest (as it could affect the financial position of their relative and a member of the public with knowledge of the relevant facts would reasonably regard this as so significant that it is likely to prejudice their judgement of the public interest) they declared that interest but considered that they were entitled to speak and vote by virtue of an exemption as nothing in these reports relates particularly to the relevant tenancy or lease.

5. Councillor Wilkie declared a non-pecuniary interest in relation to agenda item 11 'Health and Wellbeing Strategy and Delivery Plan for West Lancashire' and agenda item 17(c) 'Fitting of Sprinklers Motion' as an employee of the Fire Service as did Councillors Hennessy and O'Toole as Members of Lancashire Fire and Rescue Authority.
6. Councillors Ashcroft, Barron, Cooper, Cotterill, Furey, O'Toole, Owens, Savage, D Westley, Mrs Westley, Yates and Wright declared a non-pecuniary interest in relation to agenda item 17(a) "'Tyred" Campaign Motion' and agenda item 17(c) 'Fitting of Sprinklers Motion' as School Governors.
7. Councillor Savage declared a pecuniary interest in agenda item 17(d) 'Universal Credit Roll Out Motion'.

**62 MINUTES**

RESOLVED: That the minutes of the meeting held on Wednesday, 18 October 2017, be approved as a correct record and signed by the Mayor.

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

The Mayor announced:

1. That there were two Charity events coming up:
  - Charity Race Night at Evermoor Hub on Saturday 27 January 2018. Tickets are £5 each, which includes a hot pot supper.
  - The Mayor's Charity Ball will be held on Friday 6 April 2018 at Lancashire Manor Hotel in Up Holland. More details to follow in the New Year.
2. That Dave Tilleray, Director of Leisure and Wellbeing, was leaving the Council on 19 January 2017 after over 38 years public sector service, starting at Blackburn Borough Council in 1979 and joining West Lancashire in 1995. The Mayor and Members thanked Dave for his service and wished him well for the future.
3. That former Borough Councillor Bill Tickett had recently passed away. The Mayor provided details of his funeral arrangements and Councillor Aldridge paid tribute to his service to the Council.

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

The following questions were received:

1. **Skelmersdale's Town Centre Improvements - Question raised by Councillor A Owens on behalf of local residents**  
*"Please could the Council Leader or Portfolio Holder provide some dates for*

*improvements to Skelmersdale's Town Centre? There seems to be continual improvements in Ormskirk but nothing yet visible in Skelmersdale."*

**2. Skelmersdale Town Council - Question raised by Councillor A Owens on behalf of local residents**

*"Please could the Council Leader explain why Skelmersdale has no Town Council or similar organisation to speak for it? With a population of about 40,000, as opposed to Ormskirk's 25,000, it does seem that the town is a poor relation."*

**3. One Hour Free Parking provision in Ormskirk - Question raised by Councillor A Owens on behalf of local residents**

*"Several medical practices are situated in Ormskirk Town Centre and when patients have a medical appointment they have to park their vehicle in one of the Town Centre car parks. This obviously incurs a cost, which a lot of people can ill afford. This doesn't happen in Skelmersdale, Burscough, Parbold, Up Holland and Aughton, so why should the patients in the Ormskirk medical practices have to pay? The car park used by the council is paid for by the rates of the local population through which council employees get a bonus by getting free parking, while the people who pay for the car parks have an extra cost to attend for medical treatment. Would the Council Leader or Portfolio Holder agree to a time restriction of one hours free parking on Ormskirk Town Centre car parks as this should suffice as the medical practices rarely run late excessively?"*

**4. Car Parking Charges for Blue Badge Holders - Question raised by Councillor A Owens on behalf of local residents**

*"While accepting the need for wider spacing and for additional time, Blue Badge holders are not necessarily financially disadvantaged. Therefore, does the Council have any plans to introduce car parking charges for Blue Badge holders, in line with a number other council policies and the local hospital?"*

**5. Reporting of Damage to Footpaths - Question raised by Councillor A Owens on behalf of local residents**

*"Virgin Media are currently being allowed to leave damage they cause to footpaths unrepaired in the Borough. While Highways is a county council responsibility, how many fault reports, related to the poor Virgin Media reinstatement, have been raised to the county council by the Borough Council following observation of this poor work by Borough Council staff in the course of their work e.g. street cleansing teams since 1st August 2017?"*

Members were advised that a copy of the responses would be e-mailed following the meeting and included on the Council's website.

(Note: A motion 'to change the order of business on the agenda' was moved, seconded and agreed and items 17(a), (b) and (c) 'Motions' were considered – see Minutes 75 to 79 below.)



**65 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. Licensing and Gambling Committee held on Tuesday, 10 October 2017.
- B. Licensing and Appeals Committee held on Tuesday, 10 October 2017.
- C. Planning Committee held on Thursday, 9 November 2017.

**66 POLICY OPTIONS 2018-21**

Consideration was given to the report of the Chief Executive, as contained on pages 497 to 504 of the Book of Reports, which set out the Policy Options that were deferred for consideration at the previous Council meeting.

A Motion was circulated, which was moved and seconded.

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

RESOLVED: A. That the Policy Option proposals set out in the Appendix be approved subject to:

- The title of option OP13 being changed from "Home Care Link – look to at least break even or else review the provision and model of service delivery" to "Home Care Link - ensure the current level of service is maintained through a revised, sustainable delivery model" in reflection of its impact
- Option OP15 "Cease provision of civic car and chauffeur" not being implemented at this time while a full review of the mayoral role takes place
- Option OP16 "Reduced Civic Services and Mayoral Role – no officer support for the Mayor's Charity and reduce visits to those within the Borough" being amended so that it is implemented from the 2018 Annual Council meeting rather than the 1st April 2018 and with visits outside the Borough still continuing, with its savings value reduced to £7,000 in 2018-19

B. That the Chief Executive and Heads of Service be given

authority to take all necessary action in connection with the implementation of these proposals.

**67 HRA MID-YEAR REVIEW**

Consideration was given to the joint report of the Director of Housing and Inclusion and the Borough Treasurer, as contained on pages 505 to 518 of the Book of Reports, which provides a summary of the Housing Revenue Account (HRA) and Housing Capital Programme positions for the 2017/2018 financial year.

RESOLVED: A. That the HRA and Housing Capital Programme positions be noted.

B. That the proposed capital budget adjustments set out in Appendix 2 to the report, be approved.

**68 REVISED CAPITAL PROGRAMME**

Consideration was given to the report of the Borough Treasurer, as contained on pages 519 to 526 of the Book of Reports, which sought approval of a Revised General Revenue Account Capital Programme for 2017/2018 and provided an update on progress against it.

RESOLVED: A. That the Revised Capital Programme, including the re-profiling, virements and budget adjustments contained within Appendix A, be approved.

B. That progress against the Revised Capital Programme be noted.

**69 HEALTH & WELLBEING STRATEGY AND DELIVERY PLAN FOR WEST LANCASHIRE**

Consideration was given to the report of the Borough Solicitor, as contained on pages 527 to 594 of the Book of Reports, which set out the report of the Director of Leisure and Wellbeing that sought approval of the Health and Wellbeing Strategy and Delivery Plan.

RESOLVED: That the Health and Wellbeing Strategy and Delivery Plan be approved.

(Note: Councillor Pope left the meeting during consideration of this item.)

**70 PUBLIC INVOLVEMENT AT MEETINGS - REVISED PROTOCOL**

Consideration was given to the report of the Borough Solicitor, as contained on pages 595 to 612 of the Book of Reports, which proposed revisions to the protocol for public speaking at meetings of Cabinet, Overview & Scrutiny

Committees, Audit & Governance Committee and Standards Committee and advised on other related matters raised at the Public Involvement at Meetings Working Group.

RESOLVED: A. That the revised 'Public Speaking – Protocol' for meetings of Cabinet, Overview & Scrutiny Committees, Audit & Governance Committee and Standards Committee, attached at Appendix 1 to the attached report (Appendix A), be approved, having taken into consideration the comments of the Corporate and Environmental Overview & Scrutiny Committee (Appendix 3) and Cabinet (Appendix 4).

B. That Section 14.1 of the Constitution be updated and published on the Council's website.

71 **EXECUTIVE DECISIONS - SPECIAL URGENCY**

Consideration was given to the report of the Borough Solicitor, as contained on pages 613 to 614 of the Book of Reports, which advised that, for the period 1 December 2016 to 30 November 2017, no decisions were taken under Access to Information Procedure Rule 16 (Special Urgency).

RESOLVED: That it be noted that Access to Information Rule 16 (Special Urgency) was not exercised during the period 1 December 2016 to 30 November 2017.

72 **EXCLUSION OF PRESS AND PUBLIC**

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

73 **LCC PUBLIC REALM WORK 2018-2021**

Consideration was given to the report of the Director of Street Scene, as contained on pages 615 to 624 of the Book of Reports, which outlined the outcome of negotiations with Lancashire County Council in respect of the future arrangements for delivering the public realm works in the West Lancashire Borough.

RESOLVED: That delegated authority be given to the Director of Street Scene in consultation with the portfolio holder for Street Scene, to enter into a 3 year Partnership Agreement for Public Realm Works with Lancashire County Council, as set out in paragraph 4.4 of the report,

subject to the cost of these works being contained within the available funding.

74 **WESTEC DEVELOPMENT UPDATE**

Consideration was given to the report of the Director of Housing and Inclusion, as contained on pages 625 to 670 of the Book of Reports and the 'new information' circulated at the meeting, which provided an update on the latest position in connection with the Westec development project and sought approval to proceed with the project, based on tenders received, and an updated financial appraisal.

RESOLVED: That authority be granted to the Director of Housing and Inclusion to take all necessary steps to effect the proposed development of the site, including the sale of market housing and the provision of affordable housing as set out in this report.

75 **MOTIONS**

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

76 **"TYRED" CAMPAIGN - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR F MCKENNA ON BEHALF OF THE LABOUR GROUP**

The following Motion was moved and seconded:

"On Monday 10 September 2012 a coach bound for Liverpool carrying 53 people from the Bestival music festival on the Isle of Wight, left the road and crashed into a tree instantly killing Michael Molloy (18), Kerry Ogden (23) and the coach driver, Colin Daulby (63), and left others with life changing injuries. The inquest into the crash found that the front nearside tyre which was actually older than the coach itself, at 19 years, was responsible for the crash. In 2014, Liverpool City Council unanimously agreed a motion in support of Michael's mother Frances calling for a change in the law requiring a ban on tyres older than six years on commercial vehicles. Despite the wide spread public and political support for this campaign, no change in the law has been made, shamefully leaving others at risk from faulty and dangerous tyres.

That this Council:

- i. Notes that Frances Molloy has launched "Tyred" – the official campaign to pressure Government – to change the law to ban the use of tyres older than ten years on commercial vehicles.
- ii. Wholeheartedly supports "Tyred" and instructs the Leader of the Council to write to the Prime Minister and the Leader of the Opposition to call together cross-party support for a change in the law.
- iii. Supports the "Tyred" campaign until such a change in the law is achieved and

to draw the attention of the Local Government Association, especially its Environment and Transport Board, to this Council's view that the concerns should be fully addressed.

That the Chief Executive be asked to write to all schools in the Borough asking them to require coach and bus operators they use for school trips etc to adhere to the provisions set out in the "Tyred" campaign.

That Council officers be asked to look at our own procurement procedures with a view to inserting an appropriate clause in any contracts with coach and bus commercial operators."

RESOLVED: A. That this Council:

- (i) Notes that Frances Molloy has launched "Tyred" – the official campaign to pressure Government – to change the law to ban the use of tyres older than ten years on commercial vehicles.
- (ii) Wholeheartedly supports "Tyred" and instructs the Leader of the Council to write to the Prime Minister and the Leader of the Opposition to call together cross-party support for a change in the law.
- (iii) Supports the "Tyred" campaign until such a change in the law is achieved and to draw the attention of the Local Government Association, especially its Environment and Transport Board, to this Council's view that the concerns should be fully addressed.

B. That the Chief Executive be asked to write to all schools in the Borough asking them to require coach and bus operators they use for school trips etc to adhere to the provisions set out in the "Tyred" campaign.

C. That Council officers be asked to look at our own procurement procedures with a view to inserting an appropriate clause in any contracts with coach and bus commercial operators.

77 **BABY LOSS AWARENESS WEEK - MOTION INCLUDED ON THE AGENDA  
BY COUNCILLOR C COOPER ON BEHALF OF THE LABOUR GROUP**

The following Motion was moved and seconded:

"This year, Baby Loss Awareness Week called for improved bereavement support for families affected by baby and pregnancy loss. Baby Loss Awareness Week is held annually from 9 to 15 October and is a special opportunity to mark the loss of pregnancies and the brief lives of babies lost at or soon after birth.

Miscarriage is a common experience, it is estimated that one in six confirmed pregnancies ends in miscarriage and this can be devastating for the people affected.

As a large employer within West Lancashire, West Lancashire Borough Council is in a position to help employees affected by pregnancy loss. As an organisation that exists to serve the people of West Lancashire, it is also in a position to deal supportively with residents who have experienced miscarriage and baby loss.

That the Chief Executive be asked to ensure that:

- Managers have the correct training to help employees who miscarry or who have suffered a loss.
- Managers have good quality resources on miscarriage and baby loss in the workplace, such as the Miscarriage Association's 'Miscarriage and the Workplace' leaflet.
- Frontline staff have training and resources to help understand the needs of residents in West Lancashire affected by miscarriage and baby loss and to be able to recognise the affect it can have on long term mental health.
- All employees have access to good quality information about miscarriage and baby loss.
- Miscarriage and baby loss is dealt with sensitively and supportively at all times."

RESOLVED: That the Chief Executive be asked to ensure that:

- A. Managers have the correct training to help employees who miscarry or who have suffered a loss.
- B. Managers have good quality resources on miscarriage and baby loss in the workplace, such as the Miscarriage Association's 'Miscarriage and the Workplace' leaflet.
- C. Frontline staff have training and resources to help understand the needs of residents in West Lancashire affected by miscarriage and baby loss and to be able to recognise the affect it can have on long term mental health.
- D. All employees have access to good quality information about miscarriage and baby loss.
- E. Miscarriage and baby loss is dealt with sensitively and supportively at all times.

78

**FITTING OF SPRINKLERS - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR COOPER ON BEHALF OF THE LABOUR GROUP**

The following Motion was moved and seconded:

"Sprinklers are the most effective way to ensure that fires are suppressed or even extinguished before the fire service can arrive. They save lives and reduce injuries, protect firefighters who attend incidents and reduce the amount of damage to both property and the environment from fire.

Evidence indicates that sprinkler systems operate on 94% of occasions, demonstrating very high reliability. Furthermore, it is evident that when they operate they extinguish or contain a fire on 99% of occasions and are thus very effective. The research also found that in both converted and purpose built flats, sprinklers are 100% effective in controlling fires.

That this Council recognise that sprinklers are an effective part of the overall fire safety solution and can be used efficiently to improve fire safety in a range of new and existing buildings and recommend that the Government legislate for the retro-fitting of sprinklers into high-rise buildings and to install sprinklers in all new schools and major school extensions.

That the Chief Executive be asked to write to the Minister for Policing and the Fire Service, Nick Hurd MP, requesting that he puts these proposals to the House at his earliest convenience and that when this act is passed, that it is called the 'Grenfell Act' in memory of the many lives lost in this disaster."

- RESOLVED: A. That this Council recognises that sprinklers are an effective part of the overall fire safety solution and can be used efficiently to improve fire safety in a range of new and existing buildings and recommend that the Government legislate for the retro-fitting of sprinklers into high-rise buildings and to install sprinklers in all new schools and major school extensions.
- B. That the Chief Executive be asked to write to the Minister for Policing and the Fire Service, Nick Hurd MP, requesting that he puts these proposals to the House at his earliest convenience and that when this act is passed, that it is called the 'Grenfell Act' in memory of the many lives lost in this disaster.

79

**UNIVERSAL CREDIT ROLL OUT - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR G DOWLING ON BEHALF OF THE LABOUR GROUP**

The following Motion was moved and seconded:

"That this Council notes that Universal Credit, the single monthly payment which replaces the six current working age benefits, is to be fully implemented in West Lancashire in December and that within our area this is likely to affect many of our residents.

That West Lancashire Borough Council notes with concern that the move to a Full Service Universal Credit in other parts of the Country has caused considerable financial hardship for many of those people moving onto this new system of benefit payments. Despite some changes in the recent budget, before a full roll out of

Universal Credit, the following problems need to be addressed:

- **The five week wait for claimants to receive their benefits.** The idea that all workers are in jobs where they are paid a month in arrears ignores the reality for the 1.5m workers who struggle on zero hours, insecure jobs or forced self-employment. Claimants need to be paid from day one.
- **Payments going to one named member of a household.** Many claimants struggle to budget and payments should be paid to the separate claimants within a household and on a fortnightly rather than monthly basis. With the present policy there is a real danger that if the whole benefit goes to one named individual there is no guarantee that the money will be distributed fairly within the household.
- **An end to benefit sanctions** as there is no evidence that sanctioning helps people into work. In fact taking away claimant's ability to feed themselves and their families prevents them from focusing on finding employment as they are too busy trying to survive. The evidence of the harm that sanctions cause is growing – they are an unnecessary cruelty in our benefits system. A claimant should not be sanctioned if the reason for any absence of lateness is proven and justifiable.
- **Allow all new claimants to apply for Universal credit in jobs centres** with the support of trained job centre staff. Forcing new claimants to apply on-line causes real problems for many people who don't have either access or the IT skills to cope with the complex online application. The planned job centre closures also needs to be reversed as claimants need face to face support to help them back into work and to deal with the complexity of Universal Credit.
- **Greater resource should be given to libraries, Citizens Advice and Jobcentres** to allow trained persons to be present at these facilities to assist with applications.
- **Abandon the in-work conditionality for part-time or low paid workers** – the idea that there are extra hours or higher paid work for the large numbers of these affected workers is simply not the case. This clause of UC places the emphasis on individuals who often want greater number of hours of work – and not on the employers who benefit from short hours and insecurity.

That this Council notes with concern, that the implementation of a Full Service Universal Credit in the Borough is likely to prove seriously detrimental to the health and wellbeing of thousands of its local residents.

That the Chief Executive be asked to write to the Secretary of State for Work and Pensions asking that the system of Universal Credit is redesigned in such a way that it removes the inherent risks that this Council has expressed its concerns over."

RESOLVED: A. That this Council notes that Universal Credit, the single monthly payment which replaces the six current working age benefits, is to be fully implemented in West Lancashire in December and that within our area this is likely to affect many of our residents.



- B. That West Lancashire Borough Council notes with concern that the move to a Full Service Universal Credit in other parts of the Country has caused considerable financial hardship for many of those people moving onto this new system of benefit payments. Despite some changes in the recent budget, before a full roll out of Universal Credit, the following problems need to be addressed:
- (i) **The five week wait for claimants to receive their benefits.**  
The idea that all workers are in jobs where they are paid a month in arrears ignores the reality for the 1.5m workers who struggle on zero hours, insecure jobs or forced self-employment. Claimants need to be paid from day one.
  - (ii) **Payments going to one named member of a household.**  
Many claimants struggle to budget and payments should be paid to the separate claimants within a household and on a fortnightly rather than monthly basis. With the present policy there is a real danger that if the whole benefit goes to one named individual there is no guarantee that the money will be distributed fairly within the household
  - (iii) **An end to benefit sanctions** as there is no evidence that sanctioning helps people into work. In fact taking away claimant's ability to feed themselves and their families prevents them from focusing on finding employment as they are too busy trying to survive. The evidence of the harm that sanctions cause is growing – they are an unnecessary cruelty in our benefits system. A claimant should not be sanctioned if the reason for any absence of lateness is proven and justifiable.
  - (iv) **Allow all new claimants to apply for Universal credit in jobs centres** with the support of trained job centre staff. Forcing new claimants to apply on-line causes real problems for many people who don't have either access or the IT skills to cope with the complex online application. The planned job centre closures also needs to be reversed as claimants need face to face support to help them back into work and to deal with the complexity of Universal Credit.
  - (v) **Greater resource should be given to libraries, Citizens Advice and Jobcentres** to allow trained persons to be present at these facilities to assist with applications.
  - (vi) **Abandon the in-work conditionality for part-time or low paid workers** – the idea that there are extra hours or higher paid work for the large numbers of these affected workers is simply not the case. This clause of UC places the emphasis

on individuals who often want greater number of hours of work – and not on the employers who benefit from short hours and insecurity.

- C. That this Council notes with concern, that the implementation of a Full Service Universal Credit in the Borough is likely to prove seriously detrimental to the health and wellbeing of thousands of its local residents.
- D. That the Chief Executive be asked to write to the Secretary of State for Work and Pensions asking that the system of Universal Credit is redesigned in such a way that it removes the inherent risks that this Council has expressed its concerns over.

(Note: Councillor Savage declared a Pecuniary Interest and left the room whilst this item was under consideration.)

.....  
**THE MAYOR**

**PRESENT:**

Councillor: T Devine (Chairman)

Councillors:	N Delaney	S Currie
	C Evans	D McKay
	J Mee	R Melling
	M Mills	G Owen
	A Owens	K Wright

In attendance:

Officers: Paul Charlson, Commercial, Safety and Licensing Manager  
Michaela Murray, Senior Licensing Officer  
Kay Lovelady, Principal Solicitor  
Julia Brown, Member Services/Civic Support Officer

36 **APOLOGIES**

There were no apologies for absence received.

37 **MEMBERSHIP OF THE COMMITTEE**

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

38 **URGENT BUSINESS**

There were no urgent items of business.

39 **DECLARATION OF PARTY WHIP**

There were no declarations of Party Whip.

40 **DECLARATION OF INTEREST**

Councillor Devine declared a pecuniary interest in relation to Agenda Item 12 – Application for Private Hire Driver Licence WK/000232352 as the Applicant was known to him.

41 **MINUTES OF SUB - COMMITTEES OR WORKING GROUPS**

There were no minutes to receive.

**42 MINUTES**

RESOLVED: That the Minutes of the meeting held on 10 October 2017 be received as a correct record and signed by the Chairman.

**43 APPROVAL OF HACKNEY CARRIAGE AND PRIVATE HIRE POLICY STATEMENT 2018**

Consideration was given to the report of the Director of Leisure and Wellbeing as contained on pages 241 to 394 of the Book of Reports which sought Members approval of the Hackney Carriage and Private Hire Policy Statement 2018.

The Commercial, Safety and Licensing Manager outlined the report and responded to comments and questions raised by Members.

RESOLVED: That having regard to the response to the public consultation contained in the report, the Hackney Carriage and Private Hire Licensing Policy Statement 2018 attached at Appendix 2 to this report be approved for use from 1 February 2018 with the addition of an amendment to the text contained in paragraphs 12.30 and 16.30 to clarify the existing requirement for drivers to disclose convictions, formal cautions or other matters during the period of licence.

**44 LICENSING FEES AND CHARGES 2018/19**

Consideration was given to the report of the Director of Leisure and Wellbeing as contained on pages 395 to 403 of the Book of Reports which was to consider proposed changes in Licensing fees and charges for the period 1 April to 31 March 2019.

The Commercial, Safety and Licensing Manager outlined the report and responded to comments and questions raised by Members.

- RESOLVED: A. That with effect from 1 April 2018, the proposed changes in Hackney Carriage and Private Hire Licensing fees and charges as contained in Table 1 in the report be approved.
- B. That delegated authority is granted to the Director of Leisure and Wellbeing Services to give notice under Section 70 of the Local Government (Miscellaneous Provisions) Act 1976 of the Councils intention to vary the fees and charges for vehicle, driver and operator licences.
- C. That with effect from 1 April 2018, the proposed fees and charges contained in Table 2 in the report be approved.

**45 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.

**46 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000229122**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000229122 having regard to the content of the Statutory Declaration that accompanied the Application Form and any other relevant information.

RESOLVED: That Private Hire Driver Licence Number WK/000229122 be 'not proceeded with'.

**47 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000232352**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000232352 having regard to the content of the Statutory Declaration that accompanied the Application Form and any other relevant information.

The Applicant attended the meeting with his wife 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/000232352 be GRANTED.

(Note 1: Councillor Devine declared a pecuniary interest in relation to this item as the Applicant was known to him, and therefore left the Chamber during consideration of this item).

(Note 2: Councillor Delaney took the Chair for this item).

(Note 3: The Officers from the Leisure and Wellbeing Services left the meeting as Members considered their decision in this case).

**48 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000234945**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000234945 having regard to the content of the Statutory Declaration that accompanied the Application Form and any other relevant information.

RESOLVED: That Private Hire Driver Licence Number WK/000234945 be deferred one cycle in order to allow receipt of the DBS report.

**49 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000235062**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000235062 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/000235062 be **REFUSED**.

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

**50 APPLICATION FOR PRIVATE HIRE DRIVER LICENCE - WK/000234379**

Members were asked to consider an Application for a Private Hire Driver Licence Number WK/000234379 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/000234379 be **GRANTED**.

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

.....  
**Chairman**

# Agenda Item 7b

## PLANNING COMMITTEE

**HELD:** Thursday, 14 December 2017

Start: 7.30 p.m.

Finish: 8.55 p.m.

## PRESENT:

Councillor: M. Mills (Vice-Chairman)

Councillors: I Ashcroft  
Mrs. P. Baybutt  
D. Evans  
G. Hodson  
C. Marshall  
D. McKay  
D. O'Toole

G. Owen  
R. Pendleton  
E Pope  
A. Pritchard  
Mrs. Westley  
A. Yates

Officers: Deputy Director of Development & Regeneration (Mr I Gill)  
Head of Development Management (Mrs C Thomas)  
Legal and Member Services Manager (Mr M Jones)  
Principal Planning Officer (Mr R. Hitchcock)  
Member Services/Civic Support Officer (Mrs J A Ryan)

In attendance: Councillor J Hodson (Portfolio Holder Planning)

### 45 **APOLOGIES**

Apologies for absence were received on behalf of Councillor Dowling.

### 46 **MEMBERSHIP OF THE COMMITTEE**

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

### 47 **URGENT BUSINESS**

There were no urgent items of business.

### 48 **DECLARATIONS OF INTEREST**

Councillor Pope declared a pecuniary interest in respect of planning application 0943/FUL relating to Taylors Farm, Hall Lane, Lathom as the applicant is his brother-in-law.

49 **DECLARATIONS OF PARTY WHIP**

There were no Declarations of Party Whip.

50 **MINUTES**

**RESOLVED:** That the minutes of the meeting held on the 9 November 2017 be approved as a correct record and signed by the Chairman subject to noting that Councillor Pritchard was in attendance at the previous meeting on 9 November 2017.

51 **PLANNING APPLICATIONS**

The Director of Development and Regeneration submitted a report on planning applications (all prefixed 2017 unless otherwise stated) as contained on pages 860 to 930 of the Book of Reports and as set out on pages 949 to 950 of the Late Information Report.

**RESOLVED: A** That in respect of planning application 0960/WL3 relating to land towards the Eastern End of Beechtrees, Digmaor, Skelmersdale:-

- (i) 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 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 out on pages 865 to 868 of the Report.

**B.** That the undermentioned planning applications be approved subject to the conditions in the report:-

0890/FUL;                      0891/FUL;                      0943/FUL

**C.** That in respect of planning application 0427/FUL relating to 188 Southport Road, Scarisbrick:-

- (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 terms and conditions of the affordable housing units  
The ongoing management and maintenance of Public Open  
Space  
An Education Contribution

- (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 out on pages 924 to 930 of the Book of Reports.
- D. That planning application 0693/FUL relating to Land rear of North Moor Lane, Halsall be approved subject to the conditions as set out on pages 865 to 868 of the Book of Reports but with the amendment to Condition 2 as set out on pages 939-940 of the Late Information Report.

(Note:

1. Councillor Pope had declared a pecuniary interest in respect of planning application 0693/FUL relating to Taylors Farm, Hall Lane, Lathom as his brother-in-law was the Applicant and therefore left the Chamber during consideration of this item).
2. In accordance with the procedure for public speaking on planning applications on this Committee, a member of the public spoke in connection with application nos. 0890/FUL and 0891/FUL relating to 14A New Cut Lane, Halsall, Southport.
3. Parish Councillor Campbell spoke in connection with planning applications 0890/FUL and 0891/FUL relating to 14A New Cut Lane, Halsall.
4. Councillor McKay left the Chamber during consideration of planning application 0943/FUL, Taylors Farm, Hall Lane, Lathom and returned during consideration of planning application 0427/FUL relating to 188 Southport Road, Scarisbrick and therefore did not take part in any debate or voting on these two applications.)

.....  
- CHAIRMAN -



# Agenda Item 7c

## PLANNING COMMITTEE

**HELD: Thursday, 18 January 2018**

Start: 7.30 P.M.

Finish: 8.37 P.M.

## PRESENT:

Councillor: G Dowling (Chairman)  
M Mills (Vice-Chair)

Councillors: I. Ashcroft R. Pendleton  
T. Devine E. Pope  
D. Evans A. Pritchard  
G. Hodson D. Westley  
C. Marshall Mrs. M. Westley  
D. McKay A. Yates  
D. O'Toole

Officers: Deputy Director of Development & Regeneration (Mr. I. Gill)  
Head of Development Management (Mrs. C. Thomas)  
Planning Appeals Officer (Ms. E.O. Woollacott)  
Assistant Solicitor (Mrs. J. Williams)  
Member Services/Civic Support Officer (Mrs. J. A. Ryan)

In attendance: Councillor P. Cotterill (Bickerstaffe Ward)

## 52 APOLOGIES

There were no apologies for absence received.

## 53 MEMBERSHIP OF THE COMMITTEE

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

## 54 URGENT BUSINESS, IF ANY INTRODUCED BY THE CHAIRMAN

There were no urgent items of business.

## 55 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

## 56 DECLARATIONS OF PARTY WHIP

There were no Declarations of Party Whip.

## 57 MINUTES

RESOLVED: That the minutes of the meeting held on the 14 December 2017 be approved as a correct record and signed by the Chairman.

58 **PLANNING APPLICATIONS**

The Director of Development and Regeneration submitted a report on planning applications (all prefixed 2017 unless otherwise stated) as contained on pages 951 to 980 of the Book of Reports

**RESOLVED:** **A.** That planning application 1000/FUL relating to 75-77 Liverpool Road South, Burscough be approved subject to the conditions as set down on pages 964 to 971 of the Book of Reports but with an additional condition as set out on page 989 of the Late Information Report.

**B.** That in respect of planning application 0918/FUL relating to Land rear of 187 to 191 Wigan Road, Lathom:-

- (i) That the decision to grant planning permission be delegated to the Director of Development and Regeneration.
- (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 978 to 980 of the Book of Reports subject to the amendment of Condition 6 as set out below:-

Condition 6

The building shall only be used for the purpose of housing livestock, animal feed and crops and the storage of agricultural machinery and equipment for use on the holding and for no other purpose.

(Notes:

1. In accordance with the procedure for public speaking on planning applications on this Committee, an objector and the applicant spoke in connection with application no. 0918/FUL relating to Land rear of 187 to 191 Wigan Road, Lathom.
2. Parish Council Clerk, Mrs. E. Broad spoke in connection with planning application 0918/FUL relating to Land rear of 187 to 191 Wigan Road, Lathom.)
3. In accordance with Regulatory Procedure Rule 7(b) Councillor Cotterill spoke in connection with Planning Application 0918/FUL relating to Land rear of 187 to 191 Wigan Road, Lathom

59 **BRIEFING NOTE REGARDING COMPARABILITY AND PRECEDENCE IN RELATION TO THE DETERMINATION OF PLANNING APPLICATIONS**

Consideration was given to the report of the Director of Development and Regeneration as set out on pages 985 to 987 of the Book of Report the purpose of

which was to outline the relevance of comparability and precedence in the determination of planning applications.

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

(Note: Councillor McKay left the Chamber during consideration of this item and therefore did not take part in the debate or vote on this item).

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



# Agenda Item 7d

## AUDIT & GOVERNANCE COMMITTEE

**HELD: Tuesday, 30 January 2018**

Start: 6.30 p.m.

Finish: 7.05 p.m.

### PRESENT:

Councillor: P Cotterill (Chairman)  
R Pendleton (Vice-Chairman)

Councillors: T Blane I Davis  
J Gordon N Hennessy  
J Mee C Wynn

Officers: Borough Treasurer (Mr M Taylor)  
Borough Solicitor (Mr T Broderick)  
Audit Manager (Mr M Coysh)  
Member Services/Civic Support Officer (Mrs J A Ryan)

In attendance: Andrew Smith – (Grant Thornton)

### 24 APOLOGIES

There were no apologies for absence received.

The Chairman welcomed Andrew Smith from Grant Thornton's (External Auditors) to his first Audit and Governance Committee.

### 25 MEMBERSHIP OF THE COMMITTEE

There were no changes to the membership of the Committee.

### 26 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 27 PUBLIC SPEAKING

There were no items under this heading.

### 28 MINUTES

RESOLVED: That the minutes of the meeting held on the 5 September 2017 be approved as a correct record and signed by the Chairman.

### 29 GRANT THORNTON ANNUAL AUDIT LETTER

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 265 to 279 of the Book of Reports including as an Appendix Grant Thornton's (External Auditors) Annual Audit Letter for the year ended 31 March 2017.

The Chairman invited Andrew Smith (Grant Thornton) to introduce the Annual Audit Letter.

**RESOLVED:** That the Grant Thornton Annual Audit Letter for the year ended 31 March 2017 be noted.

30 **GRANT THORNTON - CERTIFICATION LETTER**

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 281 to 286 of the Book of Reports that introduced the Certification Letter for the year ended 31 March 2017, produced by Grant Thornton (External Auditors) and attached as an Appendix.

The Chairman invited Andrew Smith (Grant Thornton) to present the Certification Letter to the Committee.

**RESOLVED:** That the Grant Thornton Certification Letter be noted.

31 **GRANT THORNTON - PROGRESS REPORT AND SECTOR UPDATE**

Consideration was given to the report of the Borough Treasurer, contained on pages 287 to 303 of the Book of Reports, which detailed Grant Thornton's (External Auditors) Progress Report and Sector Update, which was attached as an Appendix.

**RESOLVED:** That the Grant Thornton Progress Report and Sector Update be noted.

32 **GRANT THORNTON EXTERNAL AUDIT PLAN**

Consideration was given to the report of the Borough Treasurer, contained on pages 305 to 321 of the Book of Reports that introduced the External Audit Plan for the year ending 31 March 2017, produced by Grant Thornton (External Auditors) and which was attached as an Appendix.

The Chairman invited Andrew Smith (Grant Thornton) to present the External Audit Plan to the Committee.

**RESOLVED:** The Grant Thornton External Audit Plan be noted.

33 **INTERNAL AUDIT ACTIVITY - QUARTERLY UPDATE**

Consideration was given to the report of the Borough Treasurer as circulated and contained on pages 323 to 328 of the Book of Reports which advised of progress against the 2017/18 Internal Audit Plan.

The Audit Manager reported that 66% of the items on the plan were in progress



compared to 62% for the same period in the previous year.

A Member asked whether there had been any significant impact to the Council on the introduction of Universal Credit and it was confirmed that there had been no significant impact to the Council at this time.

**RESOLVED:** That progress in the year to date be noted.

34 **RIPA ACT QUARTERLY MONITORING OF USE OF POWERS**

In relation to the quarterly monitoring of activity under the Regulation of Investigatory Powers 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.

35 **RISK MANAGEMENT FRAMEWORK AND POLICY UPDATE**

The Borough Treasurer submitted a report, as circulated and contained on pages 329 to 343 of the Book of Reports, which set out details of the operation of the Risk Management Framework over the last 12 months, and recommended changes to the current Risk Management Policy, which are to be considered at a later meeting of Cabinet.

**RESOLVED (A)** That the continuing effective operation of the Risk Management Framework be noted.

**(B)** That the proposed amendments to the Risk Management Policy be endorsed.

36 **WORK PROGRAMME**

Consideration was given to the Committee's Work Programme as set out at page 343 of the Book of Reports.

**RESOLVED:** That the Work Programme be noted.

.....  
- CHAIRMAN -





---

**Report of:** Borough Treasurer

**Contact for further information:** Ms. S Lewis (Extn. 5027)  
(e-mail: sharon.lewis@westlancs.gov.uk)

---

**SUBJECT: PAY POLICY STATEMENT 2018/19**

---

Wards affected: Borough wide.

## **1.0 PURPOSE OF THE REPORT**

1.1 To agree a Pay Policy Statement for 2018/19 detailing the Authority's policy on workforce remuneration, as required by the Localism Act 2011 (the 'Localism Act').

## **2.0 RECOMMENDATION**

2.1 That the Pay Policy Statement for 2018/19 attached at Appendix 1 be approved, published on the Council's website and included in the Constitution.

---

## **3.0 BACKGROUND**

3.1 The Localism Act refers to 'Pay Accountability' and sets out the requirements for Councils and fire and rescue authorities to prepare and publish annual pay policy statements. The pay policy statement must be approved by full Council, in advance of the financial year to which it relates.

3.2 The Council must publish the statement on the Council's website and may choose to expand the publication in other ways as part of its approach towards transparency. The pay policy statement must set out the Council's policies relating to:

- Chief Officer remuneration (at recruitment, salary, bonus/performance related pay, charges/fees/allowances, benefits in kind, enhancement to pension at termination),
- Remuneration of its lowest paid employees (elements as above), the definition used for this group and the reason for adopting that definition,
- The relationship between Chief Officer remuneration and that of other staff.

- 3.3 The Council may amend its pay policy statement during the year but must comply with the statement in force in making decisions on relevant remuneration.
- 3.4 The definition of Chief Officers is not limited to those on Chief Executive and Chief Officer Terms and Conditions (JNC Conditions). It means Heads of Paid Service, statutory and non-statutory Chief Officers and those who report directly to them.
- 3.5 The Localism Act sets out the minimum requirements and authorities are encouraged to consider whether they wish to extend the scope of their pay policy statement to include highly paid staff not within the definition of 'Chief Officers'. At West Lancashire the scope of the 'Chief Officer' definition means that it is not necessary to so extend.
- 3.6 The information set out within the Pay Policy Statement complements the data on pay and reward that the Council is required to publish separately, under the Code of Recommended Practice for Local Authorities on Data Transparency and by the Accounts and Audit (England) Regulations and Local Government Transparency Code 2014. This is referred to on the Council's website.

#### **4.0 GUIDANCE ON OPENNESS AND ACCOUNTABILITY IN LOCAL PAY**

4.1 Under Section 40 of the Localism Act the Council must, when preparing and approving pay policy statements, have regard to any guidance issued or approved by the Secretary of State for Communities and Local Government. In February 2012, the Secretary of State issued guidance on openness and accountability in local pay setting out specific expectations including:

- Full council having the opportunity to vote on senior remuneration packages with a value over £100,000 prior to an offer being made in a new appointment;
- Policies explaining the planned relationship between chief officers' remuneration and that of other staff and the ratio between the highest paid and the median salary that the authority aims to achieve or maintain;
- Authorities considering Lord Hutton's recommendations on the value of a system of 'earn back' pay, with an element of their basic pay 'at risk', to be earned back each year through meeting pre-agreed objectives;
- Any decision that an authority takes in relation to the award of severance to an individual Chief Officer, complying with their published policy for that year;
- Authorities having an explicit policy in their pay statement on whether or not they permit an individual to be in receipt of a pension in addition to receiving a salary;
- Policies toward Chief Officers, who have returned to an authority and had received a severance or redundancy payment, returned under a contract for services or are in receipt of a LGPS / firefighter pension.

4.2 Additional supplementary guidance was issued in February 2013 which is summarised below:

- Pay Policy Statements are public documents to be used to hold Councillors to account on pay matters;

- The Pay Policy Statement should be published as soon as reasonably practicable after approval by full Council, it should include the Council's approach to the publication of and access to information on Chief Officer remuneration.
- Building on existing guidance regarding the need for full Council approval for Senior Officer appointments on salaries over £100,000, where Councils do not have posts within their structure of over £100,000, local salary thresholds should be set for full Council approval to senior officer appointments.
- There should be published policies on severance for Chief Officers and details of any redundancy payment discretions.
- Full Council should vote on large severance packages beyond a threshold of £100,000, the details should be set out to include all components of the severance, including salary paid in lieu, redundancy compensation, pension entitlement, holiday pay, bonuses, fees and allowances.

## **5.0 CURRENT APPROACH**

- 5.1 Members have been mindful for many years of ensuring that the remuneration available to the Chief Officers and senior managers within the Council is appropriate including in terms of ensuring the necessary skills are available to the Council.
- 5.2 The annual Pay Policy Statement provides information about the remuneration package offered by the Council to the Chief Officers within the structure. The salary ratio of highest paid and the average salary across the workforce and the Chief Officers is detailed in the policy statement.
- 5.3 Lord Hutton in his review of public sector pay, Fair Pay in the Public Sector, December 2010, recommended amongst a number of other things that the ratio between the lowest and highest paid officers within a public sector organisation should be no more than 1:20. With this recommendation in mind the Council is well within the boundaries of reasonable and appropriate pay differentials.
- 5.4 In producing the Pay Policy Statement, due consideration has been given to the guidance available and it is considered that the Pay Policy Statement presents a fair and appropriate approach to senior officer remuneration across the Council, which also represents good value for money.
- 5.5 It is Council policy to pay an additional supplement to those Council employees not currently receiving 'a Living Wage Foundation living wage'. This wage level is currently £8.75 per hour and this approach has been accounted for in the Pay Policy Statement 2018/19.
- 5.6 Employees who are members of the Local Government Pension Scheme (LGPS) pay annual contributions into the Scheme based on a banding structure. The LGPS was amended with effect from 1 April 2014 and the revised contribution bandings are incorporated into the Pay Policy 2018/19.

## **6.0 PROPOSALS**

- 6.1 The Council needs to agree a Pay Policy Statement and is recommended to adopt the Pay Policy Statement 2018/19 as attached at Appendix 1. The Policy will be reviewed annually and further reports prepared for Council each year in order to ensure effective delivery of the Council's objectives.

## **7.0 SUSTAINABILITY IMPLICATIONS**

- 7.1 The report acknowledges the need to be transparent and open about Chief Officer Pay arrangements. The Council has sought to make sure its pay arrangements ensure a suitably qualified and experienced set of Chief Officers are in place to deliver the Council's business, through appropriate remuneration at this senior level, whilst at the same time achieving value for money and being cognisant of the Council's objectives and budgetary circumstances. This report has no significant impacts on crime and disorder.

## **8.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 8.1 The proposed Pay Policy Statement will not have any direct effect on the budgetary position of the Council as it encapsulates the current arrangements in relation to Pay and Conditions of its employees and makes no recommendations to amend these.
- 8.2 Annual pay negotiations for both NJC and JNC officer salaries are ongoing at the present time and the salaries quoted in Appendix 1 are based on current levels. Once these pay negotiations are concluded, this may have a financial impact if the pay award reached is in excess of the 2% rise that has been included in the budget estimates for 2018/19. The revised salary figures will be included in the 2019/20 Pay Policy Statement, as all calculations in this year's policy are undertaken at the snap shot date of 31 January 2018.

## **9.0 RISK ASSESSMENT**

- 9.1 This item is a statement of the current position. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report.

---

---

### **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 and a formal assessment is attached as Appendix 2 to this report, the results of which have been taken into account in the Recommendations contained within this report.

### **Appendices**

Appendix 1 - Pay Policy Statement 2018/19

Appendix 2 - Equality Impact Assessment

## **PAY POLICY STATEMENT 2018/19 (Revised February 2018)**

### **1. Introduction and Purpose**

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the details of the remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the relationship between the remuneration of its Chief Officers and other employees

This pay policy statement is effective from 1 April 2018 and will be subject to review on an annual basis, or earlier if required, the policy for the next financial year being approved by 31<sup>st</sup> March each year.

### **2. Other legislation relevant to pay and remuneration**

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. The Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

### **3. Pay Structure**

The Council uses the nationally negotiated pay spine(s) (i.e. a defined list of salary points) as the basis for its local pay structure, which determines the salaries of the large majority of its workforce together with the use of locally determined rates where these do not apply.

The Council’s pay scales range from Scale 1 to WLa. Scales 1 to PO4 are in line with the National Pay Spine and senior managers on Grades SM1 to WLa are on a locally determined pay spine. Full details are shown in the Appendix. Variable additional payments may also be made as appropriate in line with the terms and conditions of employment, which completes the total remuneration package.

The Council pays an additional supplement to those Council employees not currently receiving the Living Wage Foundation ‘living wage’ (currently an hourly rate of £8.75). This provides a supplementary payment to all staff on spinal column points 6 to 12 in addition to their normal salary payment, which has been taken into account within this document.

The Council adheres to the national pay bargaining arrangements in respect of the establishment and revision of the national pay spine, for example through any agreed annual pay increases negotiated with joint trade unions. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.

In determining its grading structure and setting remuneration levels for any posts which fall outside the scope of the national pay spine, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied where necessary to secure the best candidate. Where the appointment salary is above the minimum point of the pay scale and is not affected by other council policies, for example promotion, redeployment or flexible retirement, this is approved in accordance with the Scheme of Delegation, contained in the Council's constitution, available on the Council's website.

From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.

Any temporary supplement to the salary scale for the grade for this purpose is approved in accordance with the locally agreed Market Premia and Retention Payments detailed in the local conditions of service. A decision in relation to any payment of this nature is delegated to the Chief Executive except for officers on Chief Officer terms and conditions which must be determined by the Council.

#### **4. Definitions**

The Localism Act refers to the position of Chief Officer, which is defined as:

- Head of Paid Service designated under Section 4(1) of the Local Government & Housing Act (LGHA) 1989
- Monitoring Officer designated under section 5(1) of the LGHA 1989
- Statutory Chief Officer mentioned in section 2(6) of the LGHA 1989
- Non statutory Chief Officers mentioned in section 2(7) of the LGHA 1989
- A Deputy Chief Officer mentioned in Section 2(8) of the LGHA 1989

Within the Council structure this includes the following posts:

Chief Executive, Borough Treasurer, Director of Housing and Inclusion, Director of Leisure and Environment, Director of Development and Regeneration, and Borough Solicitor.



There are a further series of posts which fall within the definition of Chief Officer by virtue of being “Deputy Chief Officers” i.e. via reporting lines, which have not been specifically listed here but salaries range from PO1 to WLe (see the Appendix).

“Lowest Paid Employees” – see Para 14.

## **5. Terms and Conditions of Employment**

There is one officer on JNC Chief Executive terms and conditions and that is the Chief Executive. Other Officers on Chief Officer terms and conditions of employment are the Director of Housing and Inclusion, the Director of Leisure and Environment, and the Director of Development and Regeneration. All other posts within the Council are employed in accordance with National Joint Council (NJC) terms and conditions for Local Government Services.

All three groups of officers are subject to any local variations adopted by the Council and detailed in its policy and procedures.

Where the Council is unable to recruit chief officers, or there is a need for interim support to provide cover for a substantive chief officer post, the Council will, where necessary, consider engaging individuals under a contract for service. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. In assessing such it should be noted that in respect of such engagements the Council is not required to make either pension or national insurance contributions for such individuals.

The Council does not currently have any chief officers engaged under such arrangements.

## **6. Recruitment**

The Council’s policy and procedures with regard to the recruitment of the Chief Executive and Chief Officers on JNC Terms and Conditions is set out within the Officer Employment Procedure Rules as set out in Part 4 of the Council’s Constitution.

When recruiting to all posts the Council will take full and proper account of all provisions of relevant employment law and its own Equality in Employment, Recruitment and Selection and Redundancy and Redeployment Policies as approved by Council.

The relevant policies are:

### **Recruitment**

- Recruitment Advertising protocols
- Recruitment and Selection (see Chief Officer Appointment details by Committee referred to in paragraph 16 below)
- Secondment Policy
- Staff Recruitment Incentive Scheme - guidance

## **Redundancy and redeployment**

### Redeployment and Redundancy Policy

The determination of the remuneration to be offered to any newly appointed Chief Executive or Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

## **Other relevant HR Policies and Procedures**

This Pay Policy Statement should be read in conjunction with the following policies on paid terms and conditions as appropriate:

### **Conditions of service**

Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities

Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities

National Joint Council (NJC) for Local Government Services

Harmonisation and single status: local conditions of service document

### **Family-friendly documents**

Childcare Vouchers - parent information

Paternal and Maternity Policy

### **Retirement**

Ill-Health Retirement Policy

Flexible Retirement Policy

### **Training and Development**

Training & Development Strategy

Staff Development Appraisal Scheme

Post-Entry Training Policy

All the above Policies are available on the Council's intranet or from the Human Resources Team.

## **7. Additions to Salary of Chief Officers**

The Council does not apply any bonuses or performance related pay to its Chief Executive or Chief Officers. Any changes in duties would be covered in the Harmonisation Document.

## **8. Chief Executive - Remuneration**

The current Senior Management structure was approved by full Council in October 2017, following the voluntary redundancy of the Director of Leisure and Wellbeing. The new structure became effective from 1 February 2018. The post of Chief Executive was unaffected by this restructure and remains designated the Head of the Paid Service and also Returning Officer.

The post is paid at WLa on the attached Appendix. This is a spot salary and carries no additional annual increments.

Returning Officer fees are based upon a fee calculated periodically by the Cabinet Office, with the fee being based on a sum of money multiplied per every 10,000 of electorate. The Council pays the fees for the local election while the fees for other elections, such as Parliamentary and County Council, are paid for externally.

## **9. Directors - Remuneration**

There are three posts of Director reporting to the Chief Executive:

Director of Leisure and Environment – WLb  
Director of Housing and Inclusion – WLb  
Director of Development and Regeneration – WLb

The Grade for these posts is at WLb as indicated above and detailed on the attached Appendix. There is a spot salary for this grade, which carries no additional annual increments.

## **10. Other Heads of Service – Remuneration**

There are two further posts of Head of Service:

Borough Solicitor (Monitoring Officer)  
Borough Treasurer (Section 151 Officer)

The Grade for these posts is at WLd, which is a 3 increment grade. Progression through the grade occurs through the payment of an additional annual increment on 1 April each year, up to the maximum spinal column point in each grade range. However, NJC terms and conditions provide for an additional increment to be payable 6 months after appointment to post if a new appointment is made between October and March in any year.

## **11. Other ‘Chief Officer’ posts as defined within the Localism Act**

There are a further series of posts which fall within the definition of Chief Officer by virtue of being “Deputy Chief Officers” i.e. via reporting lines, which have not been specifically listed here but salaries range from PO1 to WLe, as set out in the Appendix.

## 12. Payments on Termination

The Council's approach to statutory and discretionary payments on termination of employment of the Chief Executive and chief officers and other groups of staff, prior to reaching normal retirement age, is set out within its Redundancy and Redeployment Policy, in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme (LGPS) (Transitional Provisions, Savings and Amendment) Regulations 2014.

Any payments falling outside these provisions or the relevant periods of notice within the contract of employment or £100,000 or more shall be subject to a formal decision made by full Council.

With effect from 1 April 2016 regulations included in the Small Business, Enterprise and Employment Act 2015 were planned to be introduced for the recovery of termination payments paid to high earning public sector employees. Under these rules, public sector employees will be required to repay a tapering proportion of a 'qualifying exit payment', if they return to the public sector within a period of 12 months and earn an annual salary of £80,000 or more. Currently these regulations have not been brought in, but when they are the Council will apply them as appropriate.

The Council is awaiting the detailed regulations associated with a maximum £95,000 exit costs cap to be applied to Public Sector exit payments. Currently these regulations have not been brought into force, but it is anticipated they will be in the near future. Once they are in force the Council will apply them appropriately.

## 13. Publication

This statement will be published on the Council's website and intranet. In addition, for Senior Officer posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above.

The information set out within this pay policy statement compliments the data on pay and reward that the Council is required to publish separately under the Accounts and Audit (England) Regulations and Local Government Transparency Code 2014. This data includes all Senior Officers on a Salary in excess of £50,000 p.a.

#### **14. Lowest Paid Employees**

The lowest paid persons employed under a contract of employment with the Council are employed on full time 36 hours equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure, plus a voluntary Living Wage supplement, ensuring all employees receive the equivalent of a minimum payment of £8.75 per hour, effective from 1 December 2017.

The National Joint Council (NJC) pay spine applied by the Council to its grading structure, ranges from Spinal Column Point (Scp) 6, £16,425 and Scp 49 £43,821 p.a. (Scp 6 is illustrated including the Voluntary Living Wage Supplement). A pay award is pending with effect from 1 April 2018.

The lowest paid grade applied to any Council post is grade Scale 1 (a) which is paid at Scp 6 on the NJC pay spine, with annual incremental progression (including a Voluntary Living Wage supplement).

The relationship between the rate of pay for the lowest paid and Chief Executive and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information to ensure that our pay rates are fair, affordable and competitive in the market place.

#### **15. Ratio of Salary Differences**

The lowest paid employee of the Council is someone employed on Scp 6 on the NJC pay spine including the Living wage supplement. The average annual salary for this grade would be £16,425 (including the Living Wage Supplement).

The Chief Executive and Chief Officer range of salaries (as defined in this policy) spans a minimum of local Scp 71 to 100. This provides an annual mean average Chief Officer salary of £75,949. Consequently, the Chief Officer to lowest paid salary mean average is a ratio of 1:4.62 (or 1:5.12 when expressed as a ratio of total remuneration). This calculation is based on the salaries for Chief Executive and Heads of Service only, based on the new management structure that was put in place on 1<sup>st</sup> February 2018.

Using the wider definition of Chief Officer including those that could be considered Deputy Chief Officers by virtue of reporting lines would provide a grade range from Scp 35 to 100. This provides a mean average Chief Officer salary of £39,998 p.a. creating a ratio of 1:2.44 (or 1:2.66 when expressed as a ratio of total remuneration).

The highest salary paid in the Council is £100,794 p.a. This compares to a median average salary of £ 22,658 p.a. which is a ratio of 1:4.45 (or 1:4.44 when expressed as a ratio of total remuneration). This is well within the recommendations put forward in the Hutton report, Fair Pay in the Public Sector, September 2010, which suggested no more than a ratio of 1:20.

## 16. Accountability and Decision Making

In accordance with the Constitution of the Council, the following Committees are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council:

**Recruitment and Dismissal of Head of Paid Service, Chief Officers and Deputy Chief Officers** - Where the Council proposes to appoint and it is not proposed that the appointment be made exclusively from among their existing officers, it will do so as outlined below:

**Appointment of Head of Paid Service** - The full Council must approve the appointment of the Head of Paid Service before an offer of appointment is made to him/her following the recommendation of such an appointment by the Chief Officers Committee. That Committee will include at least one member of the Cabinet.

**Appointment of Chief Officers employed on JNC Terms and Conditions** - The Chief Officers Committee will appoint these officers. That Committee will include at least one member of the Cabinet.

**Other appointments** - Appointment of officers below this level is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by Councillors.

**Disciplinary Action - Head of Paid Service** - The full Council must approve the dismissal of the Head of the Paid Service before notice of dismissal is given to him/her, following the recommendation of such dismissal by the Investigating Committee. That Committee will include at least one member of the Cabinet.

**Disciplinary Action - Dismissal of Chief Officers employed on JNC Terms and Conditions** - The Investigating Committee will be responsible for the dismissal of Chief Officers employed on JNC Terms and Conditions and the Section 151 Officer. That Committee will include at least one member of the Cabinet.

**Disciplinary Action - Further Provisions – Suspension** - The Head of Paid Service, Monitoring Officer and Chief Finance Officer (Section 151 Officer) may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two months.

**Other Dismissals and Disciplinary Action** – The dismissal of and taking disciplinary action against Officers on NJC Terms and Conditions (other than above) must be discharged on behalf of the Council by the Head of the Paid Service or his/her nominee.

Councillors will not be involved in the dismissal of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct, through the Council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to Members.

## 17. Engagement of Former Chief Officers in receipt of Pensions

The Council does not have a policy which prevents former Council employees from applying for and being successfully appointed to any Council job including other Chief Officer jobs, because they are in receipt of a Public Sector or Local Government pension. Normal Recruitment and Selection processes would apply in line with the Council's Equality in Employment Policy.

The Council does not prevent someone being offered a contract for services, e.g. as a consultant or agency worker based on the fact that they are in receipt of a pension. In relation to the appointment of Consultants, normal procurement rules would apply on value for money. In respect of agency workers, the normal agency procurement processes would apply.

However, in accordance with the Small Business, Enterprise and Employment Act 2015, regulations relating to the repayment of exit payments, any public sector employees who received an annual salary of £80,000 or above, will be required to repay a tapering proportion of a 'qualifying exit payment', if they return to the public sector and are offered a post within the Council at this Salary level or above within a period of 12 months from the receipt of the original exit payment (subject to this being approved for implementation by the Government).

## 18. Policy Review

The Pay Policy Statement will be reviewed annually or earlier if required and agreed by Council before 31 March in each year. It should be noted that the NJC and JNC annual Pay Awards are pending at the time this statement is published. Once the pay negotiation process is concluded for 2018, the policy will be updated to reflect any salary changes to the pay spine detailed in the Appendix.

## 19. Employer Pension Contribution

The Council will contribute to the Local Government Pension Scheme in 2018/19 for all its employees who are members based on a rate of 16.3% of their pensionable pay. Additional contributions will also be made to address the current overall deficit on the Pension Fund. The rate of contribution is set by Actuaries advising the Lancashire Pension Fund and is reviewed on a triennial basis.

## 20. Employee Pension Contribution

Employees who are members of the Local Government Pension Scheme pay at present the following annual contributions:

Up to £13,600	5.5%
£13,601 - £21,200	5.8%
£21,201 - £34,400	6.5%
£34,401 - £43,500	6.8%
£43,501 - £60,700	8.5%

## Constitution 13:1: Pay Policy Statement

---

£60,701 - £86,000	9.9%
£86,001 - £101,200	10.5%
£101,201 - £151,800	11.4%

## Notes

- (1) The salary ratio details shown in this statement are based on the actual earnings in effect at 31st January 2018.
- (2) Total remuneration has been calculated including salary, car expense allowance, over time, extra duties allowance, shift allowance, living wage supplement, standby duty, telephone allowance, election fees and employer's pension contributions.



---

**Appendix**

<b>Grade</b>	<b>Grade Title</b>	<b>SCP</b>	<b>Salary 1st April 2017-18</b>	<b>Salary 1st December 2017 - Inc Supplement</b>
1	Scale 1 (a)	6	15,014	16,425
2	Scale 1 (b)	7	15,115	16,425
		8	15,246	16,425
		9	15,375	16,425
		10	15,613	16,425
3	Scale 2	11	15,807	16,425
		12	16,123	16,425
		13	16,491	
4	Scale 3	14	16,781	
		15	17,072	
		16	17,419	
		17	17,772	
5	Scale 4	18	18,070	
		19	18,746	
		20	19,430	
		21	20,138	
6	Scale 5	22	20,661	
		23	21,268	
		24	21,962	
		25	22,658	
7	Scale 6	26	23,398	
		27	24,174	
		28	24,964	
8	SO1	29	25,951	
		30	26,822	
		31	27,668	
9	SO2	32	28,485	
		33	29,323	
		34	30,153	
10	PO1	35	30,785	
		36	31,601	
		37	32,486	
		38	33,437	
11	PO2	39	34,538	
		40	35,444	
		41	36,379	
		42	37,306	
12	PO3	43	38,237	
		44	39,177	
		45	40,057	

## Constitution 13:1: Pay Policy Statement

---

13	PO4	46	41,025
		47	41,967
		48	42,899
		49	43,821
14	SM1	50	44,191
		51	44,955
		52	45,719
15	SM2	53	46,660
		54	48,021
		55	49,386
16	SM3	56	49,534
		57	51,469
		58	53,405
17	WL e	59	53,915
		60	54,221
		61	54,731
18	WL d	71	58,656
		72	59,166
		73	59,676
<b><u>JNC</u></b>			
19	WL c	79	71,375
20	WL b	88	78,515
21	WL a	100	100,794

# Equality Impact Assessment Form



<b>Directorate:</b>	<b>Service: Finance and Human Resources</b>
<b>Completed by: S Lewis</b>	<b>Date: 10 January 2018</b>
<b>Subject Title: Pay Policy Statement 2018/19</b>	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	<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> ):	Yes
Details of the matter under consideration:	<p>The Localism Act refers to 'Pay Accountability' and sets out the requirements for Councils and fire and rescue authorities to determine and publish annual pay policy statements. The full Council must approve the pay policy statement in advance of the financial year to which it relates. It must set out the Council's policies relating to:</p> <ul style="list-style-type: none"> <li>•Chief Officer remuneration (at recruitment, salary, bonus/performance related pay, charges/fees/allowances, benefits in kind, enhancement to pension, at termination),</li> <li>•Remuneration of its lowest paid employees (elements as above), the definition used for this group and the reason for adopting that definition,</li> <li>•The relationship between Chief Officer remuneration and that of other staff.</li> </ul> <p>The Council needs to agree a Pay Policy Statement and is recommended to adopt the Pay Policy Statement 2018/19 as detailed in the report.</p>
<i>If you answered <b>Yes</b> to any of the above go straight to Section 3</i>	

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):	Yes <span style="float: right;"><i>*delete as appropriate</i></span>
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	This report has an impact on the workforce.
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)?	<p>The Policy has an impact on the entire Council workforce and as such has an impact on all protected characteristics, as the Council’s workforce comprises of all the protected characteristics.</p> <p>A knowledge of the existing workforce profile and equality policies within the Council that are applied to the workforce, including the Recruitment and Selection Policy, Equality in Employment Policy and all other related employment policies, including a recent Equal Pay Audit have been used to assess the impact of the Pay Policy Statement on the workforce.</p>
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	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 style="text-align: right;"><i>*delete as appropriate</i></p> <p>Yes Yes Yes Yes Yes Yes Yes Yes Yes</p>

<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 Policy has an impact on the entire Council workforce and as such has an impact on all protected characteristics.
What will the impact of the work being carried out be on usage/the stakeholders?	The Pay Policy Statement is a statement of the Council's current policies in relation to the pay of senior managers and the various ratios between higher and lower paid staff. This is a statement of current practice and does not present any practice changes or policy revision. Consequently, there are no altered impacts envisaged on any particular stakeholder or protected group of stakeholders.
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 Council is part of a national collective bargaining process for all levels of remuneration throughout the Council. The Council itself, however, have determined the grade structure. This structure was amended in February 2018. Any changes achieved at that time were subject to Trade Union and individual officer consultation. This is not an area that can be affected locally, other than in the determination of individual grades. Actual grades are arrived at via a joint Trade Union and management agreed Job Evaluation process. However, a national agreement on the 2018/19 pay award has not yet been reached and consequently its effects are not included within the Pay Policy Statement for 2018/19.
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?	Census Data Profile information available on the Council's website Workforce Profile Equality Policies within the Council Equal Pay Audit
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	The decision is to agree the existing status is reflected in the Pay Policy Statement. It identifies different ratios between groups of

disproportionate impact)?	staff based on pay levels. As there is no proposed change to actual practice, but rather, a reflection of the impact of the pay award on these ratios, it is envisaged that there will be no impact, negative or positive, upon any particular group with protected characteristics.
<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.).)	See above in 5.
What actions do you plan to take to address any other issues above?	No further actions on equality impact need to be taken.
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The Pay Policy Statement is reviewed annually prior to 31 March each year. At that stage, the EIA will also be reviewed to ensure there has been no change to the assessed impact on any protected characteristic group.



COUNCIL: 28 February 2018

---

**Report of: Borough Solicitor**

**Contact for further information: Mrs J Denning (Ext. 5384)**  
(Email: [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk))

---

**SUBJECT: MEMBERS' ALLOWANCES SCHEME 2018/19 AND APPOINTMENT OF THE INDEPENDENT REMUNERATION PANEL**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF REPORT**

1.1 To consider the report of the Independent Remuneration Panel (IRP), agree the Members' Allowances Scheme for 2018/19 and to note and endorse the Membership of the IRP.

## **2.0 RECOMMENDATIONS**

2.1 That it be noted that the IRP has not recommended any changes to the Members Allowances Scheme for 2018/19 and consequently a report from the IRP has not been submitted for consideration.

2.2 That it be noted that the Basic Allowance of £4,842 has been fixed for a 4 year period until 31 March 2020, the Council being able to ask the IRP to consider an increase in any year and to give specific reasons for the request.

2.3 That the Borough Solicitor update the Members Allowance Scheme, effective from 1 April 2018, incorporating a Basic Allowance of £4,842 (no increase) and provision for SRA payments (no change), such scheme to be incorporated into the Constitution and subsequently published.

2.4 That the Membership of the IRP for 2018/19 and the respective terms of office be noted and endorsed as follows:

Mrs G Stanley (Chairman)	1 May 2021
Mr J Boardman	1 May 2020
Mr I Thompson	1 May 2019

---

## **3.0 BACKGROUND**

3.1 The Council must establish and operate an IRP to consider and make recommendations on various issues relating to the matter of allowances to members of the authority. The Council is required to take into consideration any

recommendation made by its IRP when making any new scheme of allowances or revising or amending any existing scheme.

- 3.2 The Council currently has a scheme for the payment of a Basic Allowance to each Member plus a Special Responsibility Allowance (SRA) for each of those Members holding a position of special responsibility. The Scheme also provides for the payment of travel and subsistence allowances and, in certain specific circumstances, Childcare and Dependent Carer's Allowance.

#### **4.0 THE COUNCIL'S SCHEME FOR 2018/19**

- 4.1 The IRP met on 22 January 2018 to consider the current position in relation to Members' Allowances and the Council's Scheme for 2018/19. The Panel did not recommend any changes to the Members Allowances Scheme for 2018/19 and consequently a report from the IRP has not been submitted for consideration. Additional work will be undertaken by the Panel this year, following the decision of Council at its meeting on 13 December 2017, to review the role of the Mayor.
- 4.2 Members of the IRP also meet to consider Parish matters as the Parish Remuneration Panel (PRP). Although a request was received from Burscough Parish Council to make an amendment to the previous report, ie. Increase the Chairman's Allowance from £200 to £300, the PRP considered that whilst they understood the reasons for Burscough requesting the increase, this was not replicated across all of the Parishes and so there would not be a need to issue a new report, other than to refresh the current version. Accordingly there has been no change to the Parish Scheme this year, other than to amend the relevant dates and Parish Council's will be advised accordingly.
- 4.3 The Schemes commence on 1 April in each year in accordance with the legislation, rather than the municipal year. Following the Council's decision, an updated Borough Scheme for 2018/19 will be prepared, effective from 1 April 2018. A copy of the scheme will be incorporated in the Council's Constitution and subsequently published on the Council's website and circulated to Members.

#### **5.0 THE INDEPENDENT REMUNERATION PANEL MEMBERSHIP**

- 5.1 The IRP Membership is Mrs G Stanley, Mr J Boardman and Mr I Thompson. Terms of office are 3 years, with one position on the Panel being subject to re-selection each year. The Term of Office of Mrs G Stanley expires on 1 May 2018. The Council is required to adopt an appointments process that it considers is best able to provide an Independent Panel that is well qualified to discharge its functions and which is representative of the community. The Council's arrangements for appointing the Panel involved the placing of advertisements in the local press and then interviewing the candidates.
- 5.2 Mrs Stanley has indicated that she is prepared to serve for a further period of three years. Given the infrequency with which the IRP is required to meet, it takes some time to gain relevant experience and therefore it is sensible to maintain continuity of membership where possible. Mrs Stanley has been Chairman of the Panel since it was established in 2002. If the Council wished to appoint a replacement member, a full recruitment process would need to be undertaken in accordance



with the appropriate Regulations, which would then be reported to Council for approval at a future meeting.

- 5.3 Regulations provide for Allowances to be paid to IRP members and for 2018/19 each Panel member will be entitled to receive an allowance of £250, with the Chairman receiving an additional £50. These are included as part of the Council's scheme and provision is included in the current budget.
- 5.4 The Panel has also been appointed to serve as the PRP and in this respect considers and reports to the Parish Councils on issues relating to Members' allowances paid by those bodies.

## **6.0 FINANCIAL IMPLICATIONS**

- 6.1 The budget figures for 2018-19 contained elsewhere on the agenda for this meeting include provision to meet the costs of Basic and Special Responsibilities Allowances, together with employer's National Insurance (N.I.) contributions where appropriate.

---

---

### **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 and stakeholders, however there is a direct impact on elected members. Therefore an Equality Impact Assessment is attached as an Appendix to this report.

### **Appendices:**

1. Equality Impact Assessment



# Equality Impact Assessment Form



<b>Directorate: Legal and Democratic Services</b>		<b>Service: Member Services</b>	
<b>Completed by: Jacky Denning</b>		<b>Date: 31 January 2018</b>	
<b>Subject Title: Members Allowances Scheme 2018/19</b>			
<b>1. DESCRIPTION</b>			
Is a policy or strategy being produced or revised:	No		
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:	Yes		
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:	Members Allowances Scheme 2018/19		
<i>If you answered <b>Yes</b> to any of the above go straight to Section 3</i> <i>If you answered <b>No</b> to all the above please complete Section 2</i>			
<b>2. RELEVANCE</b>			
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes	<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 Section 3</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)?	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)?	Councillors		
Which of the protected characteristics are most relevant to the work being carried out?	None		
<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?	N/A – Not a service		
What will the impact of the work being carried out be on usage/the stakeholders?	The report relates directly to the level of allowances for Councillors.		

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?	Councillors approve the Scheme following consideration by the IRP and its recommendations.
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 IRP has considered the scheme
If any further data/consultation is needed and is to be gathered, please specify:	None
<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)?	There is no impact in relation to the particular protected characteristics.
<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.).	No negative impact.
What actions do you plan to take to address any other issues above?	No actions.
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The Scheme is reviewed annually by the IRP and Council.



**EXTRAORDINARY CABINET: 28 February 2018**

**COUNCIL: 28 February 2018**

---

**Report of: Chief Executive**

**Relevant Portfolio Holder: Councillor Ian Moran**

**Contact for further information: Kim Webber (Ext 5005)**  
(E-mail: [Kim.Webber@westlancs.gov.uk](mailto:Kim.Webber@westlancs.gov.uk))

**Marc Taylor (Ext 5092)**  
(Email: [Marc.Taylor@westlancs.gov.uk](mailto:Marc.Taylor@westlancs.gov.uk))

**Sharon Lewis (Ext 5027)**  
(E-mail: [Sharon.Lewis@westlancs.gov.uk](mailto:Sharon.Lewis@westlancs.gov.uk))

---

**SUBJECT: SUSTAINABLE ORGANISATION REVIEW**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To seek agreement for a review of the Council's operating model, and to identify opportunities for further income generation and efficiencies, with the aim of ensuring that the Council can deliver its vision, key priorities, maintain service provision, and is financially sustainable beyond 2020/21.

## **2.0 RECOMMENDATIONS TO CABINET**

- 2.1 That the Council's financial position be noted, and either:-
- 2.2 That a Sustainable Organisation Review be undertaken adopting Option 3 at paragraph 6.1 of the report as the preferred approach;
- 2.3 That a Sustainable Organisation Review Cabinet Working Group be established, with the membership and functions set out at Appendix 1, and the respective Leaders provide to the Borough Solicitor details of named Councillors to fill the positions agreed;
- 2.4 That the Chief Executive be given delegated authority in consultation with the Sustainable Organisation Review Cabinet Working Group, to take all necessary steps to procure a suitable contractor or contractors to support the Sustainable Organisation Review, in accordance with paragraphs 5.1-5.3, 9.1 and 9.3 of the report;

2.5 That the Governance Arrangements set out at paragraphs 7.1-7.2 be noted, and that the Chief Executive report on the Sustainable Organisation Review as set out at paragraph 7.1;

or

2.6 That Members identify, and agree, an alternative approach to enable a balanced General Revenue Account position to be reached by 2020/21.

### **3.0 RECOMMENDATIONS TO COUNCIL**

3.1 That the Council's financial position be noted, and either:-

3.2 That a Sustainable Organisation Review be undertaken adopting Option 3 at paragraph 6.1 of the report as the preferred approach;

3.3 That funding from the Policy Options/Sustainable Organisation Review Reserve and projected HRA favourable budget variance be used to enable a Sustainable Organisation Review to be commenced as set out at paragraphs 9.1 to 9.2;

3.4 That the Chief Executive be given delegated authority in consultation with the Sustainable Organisation Review Cabinet Working Group, to take all necessary steps to procure a suitable contractor or contractors to support the Sustainable Organisation Review, in accordance with paragraphs 5.1-5.3, 9.1 and 9.3 of the report;

3.5 That the Governance Arrangements set out at paragraphs 7.1-7.2 be noted, and that the Chief Executive report on the Sustainable Organisation Review as set out at paragraph 7.1;

or

3.6 That Members identify, and agree, an alternative approach to enable a balanced General Revenue Account position to be reached by 2020/21.

---

### **4.0 BACKGROUND AND CURRENT POSITION**

4.1 Council at its meetings on 18 October 2017 and 13 December 2017 agreed Policy Options totalling £533,000. This follows decisions at Council on 19 July 2017, to agree reductions in expenditure totalling £557,000, and an increase in the projected income budget for garden waste charging of £140,000. Taken together these measures will deliver savings and additional income of £1.23m by 2020-21.

4.2 The Policy Options report presented to Council on 19 July 2017 set out a forecast budget gap of £1.925m for 2018/19, £0.590m for 2019/20, and £0.21m for 2020/21; a total of £2.725m by 2020/21. This budget gap represents the forecast difference between the spending required to maintain approved service levels and the resources that are expected to be available. This budget gap has been caused primarily as a result of ongoing reductions in government grant funding and loss of income from Lancashire County Council for the Waste Partnership Cost Share Agreement. Detailed work on updating the medium term financial

forecast is currently underway taking into account the policy options that have been agreed, the draft Local Government finance settlement for 2018-19, the current pay offer to NJC staff for 2018 and 2019 and other budget factors, for example budget issues and Council Tax assumptions, that will be considered at this meeting. It is expected that this updated forecast will show a remaining budget gap in the region of £1.5m to £2.0m by 2020/21.

- 4.3 Members will recall that over the last eight years, the Council has made savings and generated additional income totalling more than £10m. This includes a package of measures totalling around £1.2m that is being implemented in the current financial year.
- 4.4 The Council's financial position has been assisted by several large scale income and efficiency initiatives over recent years. In particular, since 2011/12 the Council's shared service arrangement with Lancashire County Council/British Telecommunications Services Lancashire has generated an ongoing saving/income of £0.5m, rising to £0.82m in 2017/18. Garden waste charging has generated a net income figure of £0.64m, and £0.28m of savings have been delivered for the General Revenue Account through management/staff restructuring savings since February 2016.
- 4.5 Initiatives, including considering the establishment of a Development Company, operating on a more commercial basis, and seeking further efficiencies, will it is anticipated generate further income/savings for the Council over the next few years. However it is not anticipated at this stage that these will be sufficient to bridge the residual gap identified above in the timescales required. Members therefore will need to consider other measures to do so.
- 4.6 In recent years the Policy Options approach has delivered sufficient expenditure reductions and increases in income to enable balanced budgets to be set. However, it is becoming increasingly difficult to identify options that Members would wish to take, and which would bring the Council into a sustainable financial position, whilst providing sufficient capacity and focus on delivering the Council's priorities. In order to generate the scale of savings and additional income required, it is suggested therefore that a new approach is needed.
- 4.7 Members will recall that at its meeting on 21 October 2015, the Council put in place a Council Plan for 2015-18, with a vision of being a Council which is ambitious for West Lancashire – our Economy, our Environment, and for Health and Wellbeing. The current Council Plan is subject to annual refresh, and runs until March 2018. The current Council Plan is therefore under review for the next plan period, with the intention of a new Council Plan being presented to Members for decision in March/April 2018 to cover the years 2018/19-2020/21. The Council Plan for 2018/19-2020/21 will set out the Council's vision and priorities, in the context of past achievements, performance and the financial context as described above. A new approach, as outlined in section 5.0 will assist the Council in putting in place the staffing structure and culture required to deliver these priorities going forward, in the current difficult financial context.
- 4.8 Members will be aware of an indication that Government intend to undertake a 'fair funding' review of Local Authority finance, to be implemented by 2020/21. Furthermore, proposals to introduce greater business rates retention have been mooted, and these two factors create ongoing uncertainty in relation to the

Council's financial position. However, the legal requirement to set a balanced budget each year remains.

- 4.9 Any future approaches to balancing the budget will need to be undertaken in the context of 4.8 above, and whilst it is not clear what impact, if any, there would be on the Council's financial position, in the light of national pressures on health, adult social care and children's services in particular, it is suggested that it would be prudent to take, at best, a neutral view in relation to the likely impact of these initiatives on the Council's finances. This means that going forward the Council will need to be more self-sufficient in terms of generating the income that it requires to provide services and less reliance will have to be placed on government grant funding.

## **5.0 A SUSTAINABLE ORGANISATION REVIEW**

- 5.1 In order to put in place organisational arrangements to deliver the Council's key priorities, maintain service provision and secure a balanced budget position for the medium term, there would be merit in undertaking a whole organisation review; a 'Sustainable Organisation Review' (the Review), which would involve a study or studies and associated work e.g. lean process mapping, and which would consider:

- (i) How the Council's activities are currently organised and configured, its fitness for future purpose, and whether there is scope for further efficiencies and savings, that minimise the impact on front line service delivery;
- (ii) The scope to generate additional income to be able to continue to fund existing services or to develop new services;
- (iii) Good practice examples from other public sector organisations;

and provide:

- (iv) Recommendations in relation to income generation and efficiency including the future officer/staffing structure, and opportunities for a flatter structure and different organisational models. This could include different ways of organising work e.g. by separating operational management from people management, using a casework approach where multi-disciplinary and multi-skilled staff are complemented by professional specialists, improving efficiency and productivity.

- 5.2 Considerations in the course of the Review would include:

- How best to deliver the Council's vision and priorities going forward;
- Opportunities for innovation and income generation, not currently being utilised;
- The application of lean processes/techniques;
- The Council's ICT investment strategy and route map, and any opportunities that the better use of ICT going forward could afford;



- The impact of the partnership agreements/timescales in relation to Leisure Services and ICT/Revenues and Benefits services;
- Any opportunities for consolidation/maximising the use/income from Council accommodation, and agile working;
- The conclusions from the Corporate and Environmental Overview and Scrutiny Review on Community Involvement in Service Delivery;
- Any immediately obvious opportunities for further shared service delivery.

5.3 The outcomes sought from the Review would include:

- (i) A financially sustainable operating model, which delivers the Council's priorities and offers value for money;
- (ii) Embedding a driving, innovative and empowered staff culture, making best use of the capacity and capability in the organisation;
- (iii) The scope to secure further improvement in our Borough's economy; environment and health and wellbeing, whilst meeting statutory requirements;
- (iv) Ensuring a quality customer experience by providing effective, efficient, accessible services, right first time;
- (v) Sufficient ongoing strategic capacity to provide leadership and innovation, for both the Council as an organisation and West Lancashire as a place.

## 6.0 OPTIONS

6.1 There are a number of options as to how this Review could be undertaken. Some options, and the advantages and disadvantages of each are outlined below.

### **Option 1: Internal Consultancy Model**

An 'internal' temporary consultancy could be established to undertake the Review outlined in 5.1-5.3 above. This would necessitate the creation of a new fixed term Director-level post, with the seniority to drive change, a background in organisational change and transformation, and the creation of a dedicated transformation team. To create the additional capacity to undertake this work, whilst continuing to deliver on existing priorities, it is envisaged that a number of other new posts would be required on a fixed term basis, covering lean processes, HR, Finance, Legal, ICT and communications specialisms together with administrative support.

The advantage of this approach is that it may be potentially less expensive than the other options. The disadvantages are that an internal team has the potential to be less independent, knowledgeable and flexible than Options 2 and 3 outlined below. There would also be a significant lead in time to recruit at Chief Officer level, and establish the team.

In addition it is unclear whether the skills/experience that would be needed could be attracted via external recruitment.

### **Option 2: Peer Consultancy Support Model**

A partnership with another local authority with consultancy expertise could be sought, to support the review outlined in 5.1-5.3 above. This could involve developing a shared service arrangement for the provision of services and an appropriate procurement process.

Resources would be required to finance the shared service arrangement, and for additional internal staff resources to project manage and deliver the overall Review.

The advantage of this approach is that it may provide consultants with local authority experience. The disadvantages are that it is likely that the Peer Team would come from an upper tier authority and they may not understand the role and context of a District Council, and be less independent, knowledgeable and flexible than Option 3 below. There would also be a significant lead in time to procure and develop a shared service solution, which can be complex. In addition it is unclear whether the skills/experience and capacity needed would be forthcoming from this approach.

### **Option 3: External Consultancy Support Model**

A (public or private sector) contractor or contractors could be sought with the relevant skills and experience through an appropriate procurement process, to support the Review outlined in 5.1-5.3 above.

Resources would be required to finance a consultancy study, or series of studies to inform the review. It is envisaged that the project management would be done in-house, and it is likely that additional resource would be required for this, and also for additional internal HR, Finance, Legal and ICT support to help deliver the overall Review at appropriate points. Some lean process re-engineering capacity may be available in-house, but further resource is likely to be needed, and it is suggested that this facility could be built into a contract on a 'draw down' basis.

The advantages of this option is that it can bring additional independent and flexible skills, knowledge of alternative/new approaches and capacity to complement in-house capability in a short time frame. This option is most likely to provide robust feedback, and it is anticipated that there are a number of potential providers, with a variety of approaches, that could be attracted to tender, and who would hit the ground running.

The disadvantage is that it may be difficult to appoint consultants with relevant local authority experience and knowledge.

It is envisaged that Members may wish to take a staged approach to the Review with appropriate reporting to Members at the end of each stage. To ensure value for money, the balance of work undertaken by in-house staff and consultants will be kept under review during the course of the process.

6.2 Of the options identified above, it is recommended that Option 3 represents the best fit with the Council's needs at this time, in terms of being able to successfully deliver a large scale savings/income programme within a reasonable timescale. Experience from other authorities who have undertaken large scale organisational review projects suggests that it can be of the order of 3 years, from the decision to commence a review, to completion of full delivery.

## **7.0 GOVERNANCE ARRANGEMENTS**

7.1 It is proposed that the Review would be assisted by the following governance arrangements:

- Full Council – agree the initiating report (this report), with the prior assistance of Cabinet; the funding required; receive reports and make decisions in relation to the appointment of a contractor or contractors and the results of the Review;
- Cabinet – agree the initiating report (this report), for further consideration by Council; receive recommendations from the Sustainable Organisation Review Cabinet Working Group; receive reports and make decisions in relation to the appointment of a contractor or contractors and the results of the Review;
- Sustainable Organisation Review Cabinet Working Group – with the proposed terms of reference and membership as set out at Appendix 1. The named Councillors to fulfil the membership to be advised by the respective Leaders.

7.2 The above arrangements would be supported by an officer board, comprising senior officers and chaired by the Chief Executive, with the assistance of a dedicated Project Manager and input from other officers as required. In due course, it is envisaged that additional officer input would be needed, including dedicated HR, Finance, Legal and ICT resources, and that business analyst/lean process support would also be required. Where possible this would be found from existing resources, but additional resources are likely to be required. The board would provide oversight of the consultants engaged to undertake the study or studies and associated work, and internal staff communication, reporting to Members as appropriate. It would oversee the implementation of the recommendations of the Review, once agreed by Cabinet and Council. Overview and Scrutiny Committees will be engaged in regard to process as appropriate.

## **8.0 SUSTAINABILITY IMPLICATIONS**

8.1 Undertaking a Review as proposed in this report will assist the Council in maintaining service provision and in ensuring it can deliver its priorities effectively and secure a sustainable budget position in the medium term. There are no direct effects on crime and disorder arising from this report.

8.2 Every effort will be made through this process to maximise positive impacts and minimise any other impacts.

## **9.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 9.1 To proceed with the proposals in the report, drawing on the experience of authorities who have undertaken large scale organisational review projects, it is anticipated that senior staff will need to devote a significant amount of time to the process during the Review period, as indicated at 7.2 above. This will require re-prioritisation of workloads. In addition, in order to support the Review, funding of £64,000 is required to enable the creation of a fixed term (initially for 2 years) 0.5fte Project Manager post. Further funding requirements will be identified through the Sustainable Organisation Review Cabinet Working Group and tender process, and as the project progresses, and sought via reports to Members as appropriate.
- 9.2 Undertaking such a Review is likely to require a significant investment but it is expected that the level of income, savings and efficiencies that could be generated would be at a level that would justify this expenditure. The cost will be split 80%/20% between the GRA and the HRA in line with staffing numbers/budgets, with the GRA element of the costs funded from the Policy Options/Sustainable Organisation Review Reserve, which is proposed in the Budget Requirement report elsewhere on the agenda, and the HRA costs funded from the current year projected favourable budget variance. The time and resources required to undertake the Review may also limit the amount of new activity that can be developed, and the amount of focus that can be given to non-priority areas. Any early wins in terms of savings, efficiency and income will be taken as they arise.
- 9.3 To afford sufficient flexibility to the project, and given the possible cost of the consultancy study or studies and associated work, a procurement process may be required to conform with the Public Contracts Regulations 2015 and the contract or contracts must be awarded to the tenderer or tenderers who have offered the most economically advantageous tender or tenders. Appraisal of contractors' tenders will be undertaken in line with agreed tender evaluation criteria and an agreed scoring methodology. In this regard it is proposed that the Chief Executive be given delegated authority in consultation with the Sustainable Organisation Review Cabinet Working Group. The Council's Contracts Procedure Rules require that price must account for a minimum of 60% of the overall tender score. However, given the importance of this study or studies the Chief Executive may authorise a reduction in the price weighting below 60% in order to give greater weight to the quality of suppliers' proposals. A recommendation as to any preferred contractor or contractors to be appointed would be made to Members, together with any recommendations as to the resources required to engage the recommended contractor or contractors, with decisions being made in accordance with the Council's usual arrangements, taking account of any delegations in place. If required, the selection of any contractors for tenders in excess of £50,000 will be reported to Council for approval. Any further resource implications will be addressed as necessary, subject to the business case, in further reports to Members. In particular there is likely to be a need for significant investment in ICT to enable more efficient and more customer-focused service delivery.
- 9.4 It is intended that the specification for the Review will concentrate on outcomes rather than processes, and this should help to promote innovative and creative approaches from prospective contractors. In addition where appropriate a tender or tenders will be subject to a formal OJEU process, which will be widely advertised and should help to attract the best quality consultants.

- 9.5 It is expected that the Review will take place in a number of stages, and that decisions will need to be made at the end of each phase on how to proceed with the Review. The Sustainable Organisation Review Cabinet Working Group will ensure that there is Member involvement with this process and to give direction to the Review.
- 9.6 The requirement to achieve a sustainable budget position will necessitate significant organisational change, including changes in staffing levels. This is likely to be assisted by a combination of the deletion of vacant posts, staff turnover, and a reduction in the usage of agency and temporary staff. Although in any large scale remodelling it will be impossible to discount compulsory redundancies at the outset, 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. As part of this process it is anticipated that expressions of interest on voluntary reduced hours and redundancy will be sought from staff, but there will be no guarantee that these will be accepted, as this will depend on their business case. In addition there may also be staffing increases in some areas, especially where such an increase will assist in generating greater income than the costs associated with the posts. The savings generated from any redundancies will need to be sufficient to meet the associated exit costs within 3 years in line with standard Council policy.
- 9.7 The need to increase the Restructuring Fund, which is a reserve used to pay for staff exit costs arising from restructuring, as a result of the Sustainable Organisation Review will be considered as the Review progresses.

## **10.0 RISK ASSESSMENT**

- 10.1 The difficult financial position facing the Council is a key risk that is included on the Council's Key Risk Register, and the Sustainable Organisation Review proposed within this report will assist the Council in mitigating this risk. In the alternative, the Policy Options approach could continue. The financial scenario facing all local authorities means that "doing nothing" is not an option, and that a large scale package of savings/income needs to be achieved over a medium term period.
- 10.2 In considering the budget gap to 2020/21, it is important to note that these are projections based on the best available information at the current time, using prudent assumptions. However, there is scope for considerable variation in the value/scale of the gap identified.
- 10.3 Undertaking a project of this nature will involve significant change, and has the potential to impact on staff morale, performance and capacity. These risks will be mitigated by communications throughout the process, and the project management arrangements decided at 7.2 and 9.1 of the report. A Sustainable Organisation Review Project Risk Assessment will be developed at an early stage for reporting to the Sustainable Organisation Review Cabinet Working Group.

---

### **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**

This is an initiating report, and does not make any recommendations with a direct impact on members of the public, employees, elected members and / or stakeholders, therefore an Equality Impact Assessment is not required at this time. Equality matters will however be taken into account during the appropriate stages of the Review.

### **Appendix**

Appendix 1 – Sustainable Organisation Review Cabinet Working Group Terms of Reference (Draft)

## DRAFT

SUSTAINABLE ORGANISATION REVIEW  
CABINET WORKING GROUP

## Terms of Reference

**Membership:** 7 Members – 4 Labour, 3 Conservative

**Labour:** (Chairman) Councillor  
(Vice-Chairman) Councillor  
  
Councillor , Councillor

**Conservative:** Councillor , Councillor  
  
Councillor

**Functions**

1. To consider examples and presentations relating to a sustainable organisation review or similar reviews undertaken by other Councils.
2. To consider the specification for a Consultant's Study, or series of studies, and associated work, and the phasing of this to inform the Sustainable Organisation Review.
3. To consider the tender criteria, scoring methodology and tenders received for a Consultant's Study, or series of studies, and associated work, to inform the Sustainable Organisation Review, and make recommendations to Cabinet and/or Council as appropriate.
4. To consider the options for achieving a sustainable operating model for the Council, focussing on opportunities for further income generation and efficiencies that will deliver the Council's priorities in the current financial context.
5. To consider the findings of the Consultant's Study, or series of studies, and associated work, and make recommendations to Cabinet and/or Council as appropriate.







EXTRAORDINARY CABINET: 28  
February 2018

COUNCIL: 28 February 2018

---

**Report of: Director of Leisure and Environment**

**Relevant Portfolio Holder: Councillor K Wilkie**

**Contact for further information: Heidi McDougall (Ext 5191)**  
**(E-mail: Heidi.mcdougall@westlancs.gov.uk)**

---

**SUBJECT: RECYCLING/GARDEN WASTE BIN INITIATIVE**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To seek agreement for a capital scheme that involves changing the use of the current green garden waste bin, using it for paper/cardboard and introducing a new brown bin for garden waste to improve both the recycling and garden waste service for residents and improve the future efficiency of the service.

## **2.0 RECOMMENDATIONS TO CABINET**

- 2.1 That from 4 June 2018 the current green bin be used for the collection of cardboard/paper and a new brown bin be introduced as set out in sections 6, 7 and 8 of the report, for use by those residents that sign up to the garden waste service.
- 2.2 That the new charge of £25 for a wheeled bin, agreed in the policy options report at Council in December 2017 be implemented earlier than 1 April 2018, on 12 March 2018 to coincide with the launch of the garden waste service for 2018/19.
- 2.3 That delegated authority be given to the Director of Leisure and Environment in consultation with the relevant portfolio holder to take all necessary steps to implement this scheme.
- 2.4 That this report is not appropriate for call in due to the timescales involved in the launch of the new scheme, in time for the new growing season.

## **3.0 RECOMMENDATIONS TO COUNCIL**

- 3.1 That from 4<sup>th</sup> June 2018 the current green bin be used for the collection of cardboard/paper and a new brown bin be introduced as set out in section 6, 7

and 8 of the report, for use by those residents that sign up to the garden waste service.

- 3.2 That the new charge of £25 for a wheeled bin, agreed in the policy options report at Council in December 2017 be implemented earlier than 1 April 2018, on 12 March 2018 to coincide with the launch of the garden waste service for 2018/19.
- 3.3 That funding of £440,000 be provided from the capital programme to fund the introduction of a new brown bin and associated costs.

---

## **4.0 BACKGROUND**

- 4.1 The current two stream recycling service is operated on an alternative weekly basis using a variety of containers. The paper/cardboard mix is collected in a 35 litre blue bag and the glass/cans/plastic mix is predominantly collected in a 240 litre blue bin. Still in use but no longer issued is a blue box that some residents use for either recycling mix.
- 4.2 The refuse and garden waste are collected in 240 litre bins except where the property has remained on a sack collection.

## **5.0 CURRENT POSITION**

- 5.1 The current collection of glass/cans/plastic in the blue bin is relatively straight forward and problem free, however, the paper/cardboard collections are cumbersome. The current blue bag is not large enough and inadequate for the collection of cardboard and therefore many residents resort to their own method of presentation, this usually involves leaving large piles of cardboard at the side of the road increasing the time it takes to undertake the collections. This results in the need to increase the number of staff on each round from two to three to ensure that the round is completed on the scheduled day, and the loaders having to lift and bend multiple times to collect the waste, often making multiple trips between the vehicle and residential property increasing the time it takes to carry out the collections. It also causes litter issues during high winds and wet weather resulting in untidiness and the use of additional resources, e.g. street cleansing having to be sent to the area of collections to clean up.
- 5.2 The constant bending and lifting activity of the crews is likely to have contributed to 422 days being lost in 2016/17 through sickness caused by muscular skeletal issues e.g. bad backs, pulled muscles and increased the costs of the service by approximately £38,000 through the use of agency workers. Every time a member of staff is absent due to sickness they have to be replaced which results in the council paying twice to deliver the service.
- 5.3 A more suitable solution would be to collect paper/cardboard in a bin. The use of a bin would greatly improve the service for residents making it simpler, whilst maximising their opportunities to recycle more by providing greater capacity, increasing the rate of recycling towards the 50% target. Using a bin would also more effectively contain the waste, reducing the need to deploy additional

resources e.g. street cleansing service to collect the scattered litter and it would make the operation much quicker, creating efficiencies.

- 5.4 Introducing a new wheeled bin for the collection of paper/cardboard, to all households would require significant investment of over £780,000. A more cost effective way of introducing a new bin would be to change the use of the current green bin, to collect paper/cardboard and issue a new brown bin for those residents that sign up to the garden waste service in 2018. It is proposed that this switch take places to coincide with the start of the garden waste service in early June 2018.
- 5.5 Without the introduction of an additional bin the service will carry on operating as it currently does and not be able to make any efficiency savings.

## **6.0 INTRODUCTION OF NEW GARDEN WASTE BIN (BROWN BIN)**

- 6.1 The introduction of a new brown garden waste bin would only take place at residential properties when they sign up to the garden waste service in 2018/19. If a resident signed up to the new chargeable garden waste service in 2017 and re-subscribes in 2018, between 12 March 2018 and before the start of the service on 4 June 2018, they will receive a free brown garden waste bin. Thereafter existing customers will have to pay £25 for a new brown bin and any additional or replacement bins.
- 6.2 If a resident subscribed to the garden waste service in 2017 and subscribed for more than one bin or purchased additional bins and they subscribe for the same number of bins in 2018, the number of green bins in use will be replaced free of charge with the same number of brown bins, leaving one green bin at the property for the paper and cardboard collection. Any surplus green bins will be removed and where possible, returned to stock. Any additional bins required from those purchased in 2017, will incur a charge. It is therefore recommended that the increase of £23 to £25, agreed at Council in December 2017 as part of the policy options report be implemented earlier than agreed, on 12 March to coincide with the launch of the garden waste service.
- 6.3 The new brown bins will only be offered free of charge for a limited period of time (12 March to 4 June), any residents subscribing to the service after this date will need to purchase a brown bin which may generate some income to off-set the capital investment made. It is difficult to quantify this because the launch of the new scheme may encourage residents to subscribe before the 4 June. Using last year's subscription figures 17,317 residents subscribed before the service started on 5<sup>th</sup> June and 4,804 residents subscribed after, total of 22,121 residents. These figures could give a guide of how much income maybe achieved, although it is likely that many residents will subscribe early to avoid having to pay the fee for the bin.
- 6.4 Residents who sign up to the garden waste service for the first time in 2018 will need to purchase a new brown bin. This is because of the recommendation proposed to change the colour of the garden bin to brown and allow the green bin to be used for cardboard/paper and is in line with existing policy to charge for bins.

- 6.5 Issuing brown bins to only those residents that have signed up to the garden waste service also reduces the risk of the service being abused. There are many residents who currently have a green bin who have not signed up to the chargeable garden waste service and may try and present their bin for collection. These bins are currently stickered with a warning label. The risk of this happening reduces significantly with the introduction of brown bins, issued to only those properties that have signed up to the service. The properties that have presented garden bins are also cross referenced with the in-cab software technology on board the vehicle to confirm that the property has signed up to the service.
- 6.6 Brown bins will no longer need to have a subscription sticker attached to them to notify the crews of a valid subscription. Only properties that have signed up to the service will receive a brown bin reducing the administration costs associated with the service by an anticipated £5,000. In future years, if a residents does not subscribe to the service, this information will be displayed on the in-cab software technology on board the vehicle to advise the crews, if the bin is presented not to empty the bin. These bins will be stickered with a warning label. The bin will remain at the property for future use or if requested by the owner removed from the property.

## **7.0 EXISTING GREEN BIN**

- 7.1 When the chargeable garden waste scheme was launched in June 2017, 49% of households signed up. This means that there are a number of green bins across the Borough currently not being used and sat redundant in resident's gardens.
- 7.2 If a new brown bin is introduced for the collection of garden waste, the existing green bin will be used to collect paper and cardboard. This will make the service much simpler for residents and less troublesome and time consuming for the crews. The use of the green bin to collect paper/cardboard will generate efficiencies savings that will be considered in the context of the route optimisation project.
- 7.3 When the garden waste service was launched in 2017, a small number of residents decided that they no longer required the service and requested that their green bin be removed from their property. In total, 139 bins were returned to the Council and where possible, returned to stock. This current stock of bins along with those that are suitable when retrieved from properties with more than one green bin, will be used to issue to those residents (free of charge) who returned their green bin to the council. Properties that do not currently have a green bin will be able to request one, free of charge once the switch takes place until 4<sup>th</sup> June after which the standard charge will apply. It is envisaged that these requests will be made from those households that did not receive a bin when garden waste collection was introduced several years ago because they do not have a garden. In a situation where a householder cannot securely store a bin due to its design or access cannot be gained by a vehicle with a tail lift, these properties will continue to be allowed to present paper/cardboard in the blue bag or box. Additional cardboard left at the side of bins will be collected, providing it is identifiable, however it is envisaged that the quantity of loose cardboard will drastically reduce due to the increased capacity provided in a bin.

- 7.4 The use of green bins to collect paper/cardboard will reduce the need for replacement blue bags. Between 1 April 2016 and August 2017, 2,219 requests for blue bags were made which were handled by the Customer Service Centre and incurred postage at a cost of approximately £1,442. The last order placed for blue bags cost £1,701. These costs will reduce in subsequent years.
- 7.5 Using a bin to collect cardboard/paper should also improve the service for residents, with bins being much more visible than the bags or loose cardboard. It should result in fewer missed collections, a cleaner environment and improve overall satisfaction with the service.

## **8.0 IMPLEMENTATION AND COMMUNICATION**

- 8.1 The introduction of a new brown bin and change of use of the green bin will require a targeted communications campaign to inform residents. A leaflet has been designed to promote the relaunch of the garden waste service for 2018 and introduction of a brown bin which, if agreed will be delivered in March with the council tax bills. Information outlining the changes can also be included in the garden waste subscription pack, on the website and via press releases. Email and text messages can be sent to those residents who subscribed to the garden waste service in 2017.
- 8.2 Once the council tax leaflets have been delivered and residents start to subscribe to the garden waste service for 2018, residents will be advised that the brown bin will be delivered prior to the new service starting. This is due to the timescales involved in procuring the bins, following approval of the funding at Council. To deliver the bins it will be necessary to hire three vehicles and have three teams of staff delivering bins during a 4-6 week period. If delivery of the bins to the Council is delayed for any reason, by the supplier the switch will take place at a later date and the existing service will continue to operate.
- 8.3 In addition to the leaflet promoting the launch of the garden waste service and introduction of a new brown bin, an additional leaflet will be produced and delivered to all households to explain the change to the green bin. This leaflet will be delivered by the crews, supported by agency workers. Stickers will also be placed on the green bins to remind residents only to place paper/cardboard in them after the changeover. The website will be updated and a number of press releases issued to ensure that residents are informed of the change.
- 8.4 Training will be provided to the Customer Services Team and Street Scene Staff through the use of scripts, verbal updates and frequently asked questions. Additional agency workers will be employed in Customer Services, to support the increase in calls during the first few months of the garden waste scheme being launched.
- 8.5 The administration of the garden waste service and the delivery of bins will be coordinated by the Street Scene Services admin team. Training will be provided to the crews to ensure that the content of bins are checked during the changeover.

## **9.0 SUSTAINABILITY IMPLICATIONS**

- 9.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

## **10.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 10.1 There are significant financial implications arising from this report in respect of the issues raised. The cost of purchasing and distributing the new bins, administering and communicating the changes amounts to £440,000.
- 10.2 The benefits of moving to a bin operated system will lead to efficiencies within the service in terms of time, and these efficiencies will be considered in-line with the route optimisation project to determine if any further savings to those already agreed through the policy options process can be achieved. A reduction in administrative costs and purchasing of consumables is anticipated to deliver a saving of £5,000.

## **11.0 RISK ASSESSMENT**

- 11.1 There are a number of risks associated with the proposed service changes. A delay with the delivery of bins by the supplier, to the council will result in the changes being made later than anticipated after the garden waste service has been launched for 2018. If a delay is experienced the service will continue to operate as is until such time that the switch can be implemented.
- 11.2 The initial results of the route optimisation project should be known in April 2018, and it will not be able to estimate the potential efficiency saving until this information is available.
- 11.3 A lack of communication with the public could result in an increase in calls to the Customer Services Centre. A range of publications will be used to help minimise this.
- 11.4 Should residents not subscribe to the garden waste service before 4 June, the number of subscriptions could reduce due to the additional cost of the brown bin. This would result in a loss of income to the garden waste service. The service will be publicised to encourage existing customers to sign up prior to the service starting in June to qualify for a free bin.

---

---

### **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 have a direct impact on members of the public, employees, elected members and / or stakeholders. Therefore an Equality Impact Assessment has been completed.

### **Appendices**

Appendix 1: Equality Impact Assessment

# Equality Impact Assessment Form



<b>Directorate: Leisure and Environment</b>	<b>Service: Recycling Collection</b>
<b>Completed by: Heidi McDougall</b>	<b>Date: 14<sup>th</sup> February 2018</b>
<b>Subject Title: Recycling/Garden Waste Bin Initiative</b>	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes <span style="float: right;"><i>*delete as appropriate</i></span>
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:	Yes
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:	Changing the use of the green bin to collect cardboard/paper and introducing a new garden bin
<i>If you answered <b>Yes</b> to any of the above go straight to Section 3</i> <i>If you answered <b>No</b> to all the above please complete Section 2</i>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes <span style="float: right;"><i>*delete as appropriate</i></span>
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 Section 3</i>	The service delivered will have a direct impact of the quality of the environment and residents ability to recycle.
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)?	Residents of the Borough and employees of the service related areas.
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)?	Universal service, no particular group affected more.

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?	Residents across the Borough.
What will the impact of the work being carried out be on usage/the stakeholders?	Improved recycling service and environment.
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 2016/17 Community/Customer satisfaction survey Recycling Collection of 78%. It is anticipated that the satisfaction level can be positively affected by the proposal.
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?	It is a universal service that will not unduly disadvantage stakeholders with protected characteristics.
If any further data/consultation is needed and is to be gathered, please specify:	Consultation has taken place with service related employees. In the Citizen survey in 2016/17 some comments were received to improve the service.
<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)?	There is no anticipated disproportionate impact on people with protected characteristics.
<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.).	There is no perceived negative impact on those with protected characteristics.



What actions do you plan to take to address any other issues above?	No actions  <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?	June 2019





EXTRAORDINARY CABINET: 28  
February 2018

COUNCIL: 28 February 2018

---

**Report of: Director of Leisure and Environment**

**Relevant Portfolio Holder: Councillor K Wilkie**

**Contact for further information: H McDougall (Ext 5191)**  
**(E-mail: Heidi.mcdougall@westlancs.gov.uk)**

---

**SUBJECT: REVIEW OF GROUNDS MAINTENANCE AND STREET CLEANSING**

---

Wards affected: Borough wide.

## **1.0 PURPOSE OF THE REPORT**

1.1 To update on the progress of the grounds maintenance and street cleansing review, outline the findings and recommendations of the report and propose a way forward to deliver an action plan to achieve the proposed savings.

## **2.0 RECOMMENDATIONS TO CABINET**

2.1 That the findings of the review, attached in Appendix 1 are noted.

2.2 That the action plan attached in Appendix 2 be agreed and Council be requested to provide funding for the capital items outlined.

2.3 That the efficiency savings of £30,000 in 2018/19 be agreed and a future report be brought to Cabinet and Council on completion of further works to outline the savings for 2019/20.

2.4 That delegated authority be given to the Director of Leisure and Environment to take all necessary steps to implement the recommendations of the review outlined in the action plan and section 8 of the APSE report in consultation with the relevant Portfolio Holder.

2.5 That this report is not appropriate for call-in due to the need to procure and implement a computer system and that this policy option was agreed through the budget process and it is being considered by Council.

## **3.0 RECOMMENDATIONS TO COUNCIL**

3.1 That the findings of the review, attached in Appendix 1 are noted.

- 3.2 That the action plan attached in Appendix 2 be agreed and capital funding associated with implementing the plan be approved from the capital programme.
  - 3.3 That the efficiency savings of £30,000 in 2018/19 be agreed and a future report be brought to Cabinet and Council on completion of further works to outline the savings for 2019/20.
  - 3.4 That delegated authority be given to the Director of Leisure and Environment to take the necessary steps to implement the recommendations of the review in consultation with the relevant Portfolio Holder.
- 

#### **4.0 BACKGROUND**

- 4.1 In October 2017, Council approved a policy option involving a review of the Ground Maintenance and Street Cleansing Service aimed at achieving savings of £150,000 by 2019/20 and awarded £25,000 to appoint a consultant to assist with the review process. A report on the findings of the review was to be reported back in February/March 2018.
- 4.2 A number of consultants were approached, requirements of the project were discussed and following quotations obtained, the Association of Public Sector Excellence (APSE) were appointed to undertake the review.
- 4.3 Between October and December 2017, APSE consultants undertook a diagnostics review of the service. This involved meeting with all levels of the Street Scene management, facilitating a workforce workshop, interviews with a number of internal stakeholders and holding a Members workshop. These stages aimed to gain some clarity about how efficient the services are currently operating and to identify the changes that will be most likely to drive improvements to achieve the savings required. Detailed service data has been analysed and benchmarked with other comparable authorities and service industry standards.
- 4.4 The findings of the review along with a number of recommendations have been presented in a report, produced by APSE, attached in Appendix 1. This report has been condensed to summarise the main findings and recommendations in section 5 below and produced into an action plan, attached in Appendix 2 to outline the action to be taken, capital funding required and achievable savings.

#### **5.0 REVIEW FINDINGS AND RECOMMENDATIONS**

- 5.1 The review has identified a number of key issues which need addressing, to enable the service to be driven forward to make the necessary savings and improvements in service delivery.
- 5.2 The lack of up to date digital information available within the service makes it impossible to quickly and effectively calculate the optimum numbers of staff required to deliver the service, and therefore it is recommended that the authority invests in a scheduling/asset management software system. This system will be used to store service data and map assets across the Borough to produce quantitative data and work programmes/schedules that the staff can deliver throughout the year. It is paramount that this system is implemented and used to determine the level of future resource needed to deliver the agreed standard of

work (see paragraph 5.4). Once the system is implemented it will need populating with service data and due to limited capacity within Street Scene additional administrative capacity will need to be sourced to complete this exercise in a timely manner. Without a system the process of collating all of the data required would have to be undertaken manually which would take a considerable length of time and risk a delay in the savings being achieved in the timescale set.

- 5.3 The system will enable the scale of the tasks to be quantified and when multiplied by the agreed service standard, determine the amount of hours that are required to complete the tasks. This total can then be used to equate this to the number of posts required to undertake the work.
- 5.4 The second element of calculating what resources are necessary is to agree a service standard that meet Members' expectations, is affordable in the context of the Council's difficult financial position, and can be widely publicised to manage customer expectations. Current service standards need to be better defined, predominately due to the fact that the contract document of 2012 has now expired. This contract set the service standard of maintenance across many land types and functions and the current resource is no longer adequate to deliver this standard. It is essential that service standards be developed with all relevant stakeholders and agreed by Members. It is proposed that once developed these service standards be agreed by Members and used to deliver the service in a much more proactive way to achieve greater efficiencies in service delivery.
- 5.5 The equipment currently used is largely determined by the standard of work being delivered through the agreed contract document of 2012 and consequently, a review of the equipment should be undertaken once the future agreed standards are known.
- 5.6 Staff across the service are currently deployed in isolation to undertake service tasks in the same geographic area, for example, grounds maintenance staff will maintain the land within a park and street cleansing will be deployed to empty the litter bins in the park. Greater productivity and efficiency can potentially be achieved by integrating staff together into area teams and widening their responsibility to have a more holistic approach to the work required in an area. To achieve this a new structure will need to be developed, with new roles and working hours to meet the demands of the service. Through the integration of teams and upskilling of the staff it is envisaged that one vacant posts can be removed from the establishment, saving £22,230 in 2018/19. Revising working hours to meet the demands of the service will reduce the reliance on overtime, which will be reviewed at a later date. It is hoped that many staff will embrace the opportunities that integrating the services will create, however, it may generate concern for some staff. Regular communication, adequate training and support and consultation with the Unions will be essential in this respect.
- 5.7 In addition, a skill matrix needs to be developed to ensure that the staff acquire the necessary skills to deliver the tasks required, ensuring sufficient cover for sickness and holidays, providing resilience and succession planning in the service. The existing service training budgets will be used to deliver a structured programme of training in future years.

- 5.8 The integration of teams and increases in productivity will also result in less use of agency workers allowing a reduction in budget of £7,700 in 2018/19.
- 5.9 To maximise the efficiency of the team, the use of mobile technology should be developed to create a paperless system, enable staff to both send and receive work tasks and update on action taken to provide 'live' data to customer services and back office staff. The training matrix will be used to identify those staff that will need additional support in the use of IT.
- 5.10 Productivity levels need to be increased with the production of proactive work schedules and effectively managed to ensure that the time afforded to the staff is best utilised. Responses to reactive work need to be reviewed, resourced and appropriate response times set to prevent staff being redeployed off scheduled work to deal with more reactive issues. Vehicles need to be adequately equipped with welfare equipment to prevent the need for staff to return to the depot during the day, including lunchtimes. Many of these issues will be addressed with the implementation of a system that can generate work programmes and by agreeing service standards. The agreed service standards will introduce a new way of working whereby tasks are undertaken more proactively and efficiently.
- 5.11 Raising the standards of cleanliness and making the area more attractive will be achieved by greater partnership working with Lancashire County Council and private businesses. The undertaking of the public realm agreement will provide greater control over local conditions and actively working with LCC and the business community to secure sponsorships will hopefully lead to the enhancement of gateways. Whilst this partnership arrangement is initially for three years, every effort will be made to secure future work providing adequate funding is available.
- 5.12 There is scope for further improvement in the standard of street cleansing, particularly the depth of cleaning undertaken across the Borough, for example, removal of detritus, chewing gum and cigarette ends. The role and deployment of staff needs to be reviewed in line with the integration of the teams and modern equipment such as vacuum barrows and back packs need to be considered to enable a more in-depth clean to be achieved.
- 5.13 Linked to the standard of cleanliness is the provision of litter bins. Currently, there is a multitude of bins across the Borough that vary in design, condition and capacity. To assist in raising the standards of the street furniture provided to assist with meeting a higher standard of cleanliness, decluttering of streets and providing an efficient servicing operation, a litter bin strategy should be produced, taking into consideration advances in technology now available in litter bins.
- 5.14 To implement the changes outlined in the attached action plan, over the next 12 months, regular communication, involvement and dialogue with staff and promotion of a new way of working, embedding a 'can do' attitude where staff take responsibility and wear the uniform with pride, will be key to driving forward the changes necessary to deliver a more efficient, sustainable service.
- 5.15 Regular communication will also allow issues that appear to go unresolved, for example quality of bin sacks to be resolved quickly.

- 5.16 To effectively monitor the performance of the works undertaken the current redundant NI195 regime for undertaking inspections should be reviewed and consideration given to using Land Audit Management System (LAMS) that could provide information for both services and not just street cleansing. The availability of staff to undertake inspection work should be reviewed across the new Leisure and Environment Directorate. Performance indicators will be reviewed as part of the corporate plan process.
- 5.17 Whilst the review primarily focussed on the work of the street cleansing and ground maintenance service, it became apparent during the review that lots of synergies exist across the new Leisure and Environment Directorate and further work will be undertaken to explore the opportunities to align services to achieve further efficiency savings.
- 5.18 Whilst the review has identified a number of possible efficiency savings it also highlights a number of opportunities for income generation. Evident from the stakeholder interviews, various services are employing contractors to undertake similar work that could be undertaken by Street Scene allowing monies to stay within the Council. In the future, a new approach should be adopted whereby a schedule of rates be produced and services offered to both internal and external stakeholders. In order to build capacity to source this type of work consideration should be given to employing a Business Development Officer to initially start this work in Street Scene then be used more widely across the Council. This post will require ICT system development skills and it has been suggested by the consultant that this post should be self-financing. It is essential that in the first instance Street Scene is able to deliver its own work before committing to undertaking work for other customers. There is a risk that should the work not be acquired by the Business Development Officer post the cost of the post would reduce the level of savings. This risk will be mitigated by appropriate supervision and keeping the role under review appropriately. A business case will be developed to assess whether or not there is any financial merit in creating this post.
- 5.19 The appropriate issuing of Fixed Penalty Notices should be reviewed and alternative ways of delivering this function should be explored in line with stated policy to ensure that best value is being achieved.
- 5.20 The recommendations outlined in the report are summarised in the action plan in appendix 2. It is recommended that these be agreed and that capital funding associated with the implementation of these actions be approved.

## **6.0 SUSTAINABILITY IMPLICATIONS**

- 6.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

## **7.0 FINANCIAL AND RESOURCES IMPLICATIONS**

- 7.1 The review has highlighted a number of recommendations that initially give rise to efficiency savings of £30,000 in 2018/19 that go some way to achieving the proposed savings target, of £150,000 per year agreed by Council through the policy options process in October 2017. Further work will be undertaken to

identify possible savings for 2019/20, in the context of the service standards that will be developed.

7.2 To move forward on implementing the recommendations investment of £78,000 needs to be sought from Council.

7.3 Appropriate Trade Union consultation and engagement will take place as part of the review process.

## **8.0 RISK ASSESSMENT**

8.1 The main risk associated with the implementation of the recommendations is the procurement of a computer software system, capacity to populate it and the timeframe.

8.2 The installation of a new software system is going to require time and support of BTLS. A request has been submitted to BTLS to develop a proposal for the implementation of a new computer system.

8.3 Additional resources in the form of administrative support is needed initially to populate the computer system and additional support from the consultant may be necessary to ensure that timescales are met.

8.4 If the service standards are not agreed the service will continue to be delivered in a reactive way leading to inefficiencies in service delivery.

8.5 Change could impact on the morale of staff and lead to unrest within the service that may impact on service delivery. Regular communication and involvement will be necessary to ensure that the staff are engaged and performance is maintained.

---

---

## **Background Documents**

APSE Solutions - Diagnostic Review of Street Scene Services, December 2017.

## **Equality Impact Assessment**

The decision does have a direct impact on members of the public, employees, elected members and / or stakeholders. Therefore an Equality Impact Assessment is required.

## **Appendices**

Appendix 1 - APSE Solutions - Diagnostic Review of Street Scene Services, December 2017.

Appendix 2 – Ground Maintenance and Street Cleansing Review Action Plan 2018-20

Appendix 3 – Equality Impact Assessment





# Diagnostic Review of Street Scene Services

Report for West Lancashire Borough Council

This report has been prepared by Dave Henrys (APSE Associate)

December 2017





APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSE provides services specifically designed for local authorities, such as benchmarking, consultancy, seminars, research, briefings and training. Through its consultancy arm APSE delivers expert assistance to councils with the overt aim of driving service improvement and value for money through service review and redesign. APSE delivers in excess of 100 projects a year and clients benefit from the consultancy's not for profit ethical approach to consultancy services.

# Diagnostic Review of Street Scene Services

## Report for West Lancashire Borough Council

### Contents

<b>Diagnostic Review of Street Scene Services .....</b>	<b>1</b>
1.0 Introduction .....	4
2.0 Executive Summary.....	5
3.0 Current Situation .....	8
4.0 Performance Measures.....	9
5.0 Workforce Questionnaires / Diagnostic Workshop .....	13
6.0 Stakeholder Interviews.....	16
7.0 Key Issues .....	19
8.0 Recommendations .....	26

Association for Public Service Excellence  
2<sup>nd</sup> floor Washbrook House  
Lancastrian Office Centre  
Talbot Road, Old Trafford  
Manchester M32 0FP  
telephone: 0161 772 1810  
fax: 0161 772 1811  
email: [enquiries@apse.org.uk](mailto:enquiries@apse.org.uk)<sup>3</sup>  
web: [www.apse.org.uk](http://www.apse.org.uk)

## 1.0 Introduction

- 1.1 West Lancashire is a non-metropolitan borough in Lancashire, England. The council was formed in 1974 as a merger of Ormskirk and Skelmersdale and Up Holland urban districts along with part of West Lancashire Rural District and part of the former Wigan Rural District.
- 1.2 The administrative base for the council is in Ormskirk, one of two towns in the borough, the other being Skelmersdale. The population of the borough is 113,400 (mid-2016 estimates) with 48,690 households (from latest Waste Dataflow) and covers 346.8 square kilometres.
- 1.3 Front line services are provided through the Street Scene directorate, including refuse and recycling services, grounds maintenance, street cleansing and fleet maintenance.
- 1.4 The council asked APSE to provide a diagnostic review of the grounds maintenance and street cleansing elements of the Street Scene service against a backdrop of low performance and issues with the deployment of staff. The review was undertaken by APSE Associate Dave Henrys with the assistance of APSE Senior Consultant Ben Parsons during November and December 2017.
- 1.5 The principal objective of the review was to examine service delivery to establish how well the service currently performs against requirements and make recommendations as to changes that will improve efficiency and drive service improvement. A particular area to be included was the potential for realising greater productivity and efficiency savings through integrating the two workforces.
- 1.6 The previous two-tier approach to grass maintenance with Lancashire County Council has seen reduced standards of verge cutting and weed control on the public realm. Driven by complaints and a need to improve the service, it has been proposed that West Lancashire BC will undertake the maintenance of the public realm land with effect from April 2018. The review was also to look at the potential staffing requirements for the additional work associated with this contract.
- 1.7 As with the majority of UK local authorities, cuts to core budget funding must be passed on to service departments. For this service, the target is a £150,000 annual reduction, £75,000 in 2018/19 and a further £75,000 in 2019/20. Despite this, some areas are recognised as needing to be improved for the overall good of the council, for example gateway routes into the borough and council housing areas.
- 1.8 The review took place at a high level and provides only a snapshot of the service and its key priorities. It should be recognised that a significant amount of work is needed to establish a detailed analysis of current levels of service provision to facilitate the introduction of a comprehensive improvement programme.

## 2.0 Executive Summary

- 2.1 The review found that grounds maintenance and street cleansing services currently operate independently of each other within Street Scene, despite the close synergies in the environmental tasks they perform and the areas of the borough in which they are undertaken. Both have been subject to efficiency savings over recent years that has reduced the workforce size, particularly grounds maintenance which also saw the loss of the public realm contract to the county council and the staff associated with it.
- 2.2 As part of the review, the workforce of both services completed "Service Improvement Questionnaires" and members of each, including trade union representatives, took part in a diagnostic workshop to illicit their views. The overarching theme of responses to both was the shortage of staff to enable a good standard of work to be achieved. Comparisons made with other authorities for the review found that the grounds service does have a lower budget per household than many others around the UK. However, street cleansing was found to be just above the average cost in a similar comparison.
- 2.3 Faced with further budget savings as part of the next round of cuts to the General Revenue Account, the review has focussed on achieving more with the current staffing levels, through greater productivity and efficiency of operation. Recommendations for savings for the next financial year are centred around not filling one vacant posts on the establishment and integrating the two workforces into area based Street Scene teams to provide a more efficient and effective service.
- 2.4 It should be possible to predict the number of employees that the service requires going forward, but that is dependent on having the right information. Although there is historical contract documentation for grounds maintenance and some routes for street cleansing that the operatives follow, none of the data that quantifies the work carried out is available in a digital format to enable proper scheduling to be undertaken. This needs to be addressed as a priority, not least to be able to provide work targets to help motivate the workforce, as anecdotally morale appears low at present.
- 2.5 Although the section is currently going through an exercise to digitally map the council's assets for Street Scene work, it needs to invest in suitable database technology to tie the geography to the work required and produce workforce projections and schedules. Such a system also needs to link to the council's new Customer Relationship Management software ('Service Now') and have a mobile capability to take advantage of current communications technology, which again will require 'invest to save' funding for smartphones, tablets or PDA's, as appropriate.
- 2.6 The main tasks for the grounds maintenance section are grass mowing during 6 months of summer and winter work such as shrub bed maintenance. The standards that the service is expected to achieve in summer is measured on the height of cutting and the number of cuts per annum. The specifications in the original contract documentation from 2007 have not been achieved for a number of years, resulting in pressures from complaints and bad

publicity. In addition, the county council work on the public realm was reduced in seasons 2016/17 and 2017/18 and this has also adversely affected the WLBC reputation, as the public do not tend to make a distinction between the two tiers of governance when it comes to this type of maintenance. This work is due to come back under borough council responsibility in April 2018 and needs including in new schedules.

- 2.7 To complete the scheduling process described above, frequencies need to be assigned to every work site in the borough and all associated tasks required there, for both grounds and street cleansing. It is imperative that these are set at an achievable level for the amount of staff that the budget will ultimately allow, and this will require elected members agreement and endorsement going forward to help manage public expectation, as would publishing the agreed standards as widely as possible. In addition, appropriate Service Level Agreements should be produced for internal clients such as Housing & Inclusion Services and Leisure and Wellbeing Services based on the agreed standards.
- 2.8 Having established the future demand for the service, there will potentially be a requirement for different equipment to carry out tasks such as grass cutting at a different frequency and the service needs to ensure that equipment is fit for purpose. The demand profile will also show that some of the operations, particularly around street cleansing, will be required over seven days per week and with a greater daily coverage than currently worked to. This will require negotiation on new working time rosters to ensure the right people are in the right place at the right time. Introducing these all at plain time offers the opportunity for savings on enhanced overtime rates currently paid at time and a third on Sundays. Payments for task based operations rather than the individuals substantive salary provides further opportunity to reduce overtime payments.
- 2.9 The integration of grounds maintenance and street cleansing offers the opportunity for a more efficient and effective service, tackling a wider range of tasks as area teams rather than two unconnected sections. The allocation of areas needs to be done on a geographical basis that also accounts for the apportionment of work sites and staffing requirements for the tasks therein. Again, this cannot be achieved until the scheduling has been completed, although the starting point should be to divide the borough into the appropriate number of wider areas of responsibility for supervision. The staff complements for each further divided area will also be dependent on competences of individuals. At present there is no definitive skills matrix to inform both this and future training needs.
- 2.10 The new integrated service will need to be more productive in order to meet targets set, as those will not take account of unproductive time currently spent in the depot at each end of the day or in returning to the depot at lunchtimes. This will likely require enhancement of welfare facilities on vehicles and for personal breaks in outlying areas. Further improvements in productivity should be made through the introduction of "hit squads" to tackle reactive work that is currently handled by redeploying operatives from their substantive work.

- 2.11 Area teams will need to be mentored to have a new approach to their work, not just to be blinkered to their immediate tasks but to take responsibility for all the site and anything needed to be done to either avoid further contact from the public or to minimise the need for a return visit.
- 2.12 Cleanliness standards within the borough can be enhanced by investing in 'smart bin' technology (improves bin capacity and reduces emptying requirements) and barrows for operatives with vacuum hoses to enable a deeper clean. Additionally, the service should trial mechanical blowers with vacuum suction capabilities to increase workforce versatility.
- 2.13 There are currently many different types of litter bin around the borough, requiring a number of different keys to be carried by crews designated the task of emptying them. The introduction of 'smart bins' should be linked to the production of a corporate Litter Bin Strategy that seeks to standardise the process.
- 2.14 Several issues that were raised through the review concern areas where improvements can be made in-house aimed at improving workforce morale. Both workforce and supervisory staff commented on the level of communication they have with what is still a relatively new management team. It appears that some of this is due to a different style of management than they have been previously used to. Despite a more regulated team meeting structure being introduced, they don't believe there is the same level of day to day engagement (whether it is necessary or not needs to be established) but coupled with uncertainty around future working arrangements, this has seemingly left staff with concerns and management needs to find a way to address this.
- 2.15 Small changes could have the dual effect of improving morale and increasing productivity, such as providing secure tool boxes on vehicles and improving the quality of bin sacks.
- 2.16 There are several areas that have been raised during the review that will require further review. This includes the link between Leisure & Wellbeing functions in parks, playgrounds and with park rangers and environmental enforcement functions within Environmental Protection.
- 2.17 The requirement for scheduling and the work involved in achieving that is going to need staff input that Street Scene don't currently have capacity for. This needs to be further examined alongside the future method of inspecting for cleanliness on streets and associated land zones (currently carried out to the now-defunct national indicator standard). Capacity may be released by adopting the Land Audit Monitoring System (LAMS) which also includes grounds maintenance inspections but at a reduced frequency.
- 2.18 At a time when the council is facing reductions in its core funding, it should ensure that Street Scene is the first choice for any work which it can carry out for other departments. The review has found that there are a number of such areas where external contractors are being employed, resulting in money going out of the authority.

2.19 Additionally, once Street Scene has successfully managed the in-house changes required, it should seek to maximise income generating opportunities for carrying out its work for other public bodies (such as the health service, education or emergency services) and other private companies. There are also opportunities to raise income through sponsorship of litter bins, verges and roundabouts (with buy-in from the county council) that should be further explored. It should be recognised that Street Scene's Management structure is very small and that extra capacity is needed for a technical person in addition to the business development post. Changes being introduced next year as a result of the new national 'Litter Strategy for England' will increase the fines that can be imposed for littering. The council should look to increase the income from environmental enforcement as a result, as this also should act as a deterrent that ultimately improves cleanliness standards across the borough. This could be optimised further by giving consideration to different delivery models to issue fixed penalty notices under a favourable contract arrangement.

### **3.0 Current Situation**

- 3.1 There are currently two distinct service areas, grounds maintenance and street cleansing with one supervisor overseeing each section.
- 3.2 The grounds maintenance section provides the following primary services: -
- Grass maintenance
  - Flower beds
  - Shrub beds
  - Hanging baskets
  - Parks (and Country Parks)
  - Sports pitch and bowling green maintenance
  - Tree maintenance
  - Cemeteries maintenance and provision of graves
  - Hedge cutting
- 3.3 There are no current schedules driving the work of this section. The last standards document produced was the "Contract for Grounds Maintenance 2007 to 2012". At the beginning of that contract, the supervisor informed us that there were 30 staff. This was later reduced by 4 for efficiency savings before the loss of the Lancashire CC public realm contract saw a loss of 6 further members of the workforce. A further 3 staff have left the authority since, leaving a permanent staff level of 17 staff filling 20 posts. The two vacant posts (1 Chargehand and 1 Operative) have not been filled permanently pending the results of this review. The other vacant post (1 Chargehand) has been changed to enable two apprentice positions to be created in April 2018.
- 3.4 Because of the staff reductions, the contract standards for elements such as grass cutting have had to be reduced as they had become unachievable.



- 3.5 The service operates a 36-hour standard week with no seasonal variation as there is considered to be as much work in winter as summer due to the amount of established shrub beds requiring maintenance after the traditional growing season.
- 3.6 The street cleansing section provides the following services: -
- Litter picking
  - Road & footpath sweeping
  - Removal of fly tipping
  - Emptying litter and dog bins
  - Clearing dog fouling
  - Graffiti removal
  - Removal of fly posting
  - Removing dead animals
  - Autumn leaf clearance
  - November - Bonfire clearances / Prepare cenotaphs
- 3.7 The current service has 30 full-time posts, made up of;
- 4 x Team Leaders
- 6 x Mechanical Sweeper Drivers (2 of which are LGV qualified)
- 19 x Street Cleansing Operatives (2 posts are currently vacant currently temporarily filled)
- One further street cleansing operative post on the establishment will be reassigned to the Waste Transfer Station with effect from April 2018.
- 3.8 There are no dedicated staff or machinery to undertake a deep clean of areas. As a result, it is felt that the borough does not get the deeper clean that it needs to reach the grade 'A' standard that should be achieved immediately after cleansing.
- 3.9 The hours of work do not particularly meet the demand for the service, being predominantly a four-and-a-half-day service (finish 12:30 p.m. on Friday) with overtime paid after that time if required. On a rota basis, two employees work 8 hours each on Saturdays (on overtime but at plain time) and Sundays (at time and a third) in prestige areas. The service also currently deploys a small mechanical sweeper every Sunday for 8 hours (also at time and a third).

## 4.0 Performance Measures

- 4.1 During this review, West Lancashire Borough Council have become members of APSE's Performance Networks benchmarking service, now in its 20th year of comparing data

between local authorities across many front-line services and recognised as the largest benchmarking club for councils in the UK.

- 4.2 Street Cleansing and Parks & Open Spaces have their own individual data sets and performance indicators, some of which have been designated as “key”. Many of the key indicators are designed to provide a balance between cost, quality and customer satisfaction.
- 4.3 Data from 2016/17 is still being gathered in order to populate the relevant data templates. However, it has been possible to make some early comparisons based on financial data provided and performance measures already being reported as part of the corporate “Council Plan”.
- 4.4 Cost data analysis for street cleansing is shown below for the respective “Cost per Household” performance indicators. The indicators used are for both inclusive and exclusive of Central Establishment Charges (CEC). The top quartile mark shows the cut-off point that would place the authority in the top 25% in the country: -

Performance Indicator – Street Cleansing	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 03	Cost per household (incl. CEC)	£34.39	£31.25	44	£22.80
PI 04	Cost per household (excl. CEC)	£30.03	£29.12	51	£19.20
PI 19	Cost per head of population (incl. CEC)	£13.76	£14.03	45	£10.66
PI 05	Cost per head of population (excl. CEC)	£12.02	£12.53	51	£8.42

- 4.5 The data indicates that the street cleansing service is slightly above average in the cost of service performance indicators, although this is an area where the average has been reducing year on year for some time due to budget constraints.
- 4.6 The cost per household indicator for grounds maintenance is shown below. There are other cost indicators in the Performance Networks suite for this service, but they relate to the hectares of land maintained by the council. At the current time, this information is unavailable for West Lancashire.

Performance Indicator – Grounds maintenance	Description	WLBC	APSE Average	Total no. of participants	Top Quartile

Performance Indicator – Grounds maintenance	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 43	Maintenance cost per household (incl. CEC)	£26.78 (*£32.30)	£42.70	52	£29.16

(\* This figure includes the LCC public realm sum of £250,360 for 2018/19 for a more accurate comparison of the total cost of maintaining WLBC land and LCC)

4.7 The figures show that the cost for grounds maintenance is comparatively low by national comparison, even bringing in the county public realm funding, potentially supporting the workforce's view about the under-resource suffered by the service.

4.8 A breakdown of the costs shows interesting comparisons on the proportion of expenditure, as shown in the tables below.

Street Cleansing					
Performance Indicator	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI o6	Total staff costs as percentage of total expenditure	58.40%	67.39%	49	n/a
PI o8	Transport costs as percentage of total expenditure	32.18%	19.95%	46	n/a
PI o8	Central establishment costs as percentage of total expenditure	14.20%	7.67%	44	n/a

Grounds Maintenance					
Performance Indicator	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 14	Total staff costs as percentage of total expenditure	46.21%	66.59%	47	n/a
PI 31	Central establishment costs as percentage of total expenditure	3.16%	8.12%	38	n/a

(transport costs are not collected as a performance indicator on this service)

4.9 The staff costs figure for grounds maintenance shows a relative mismatch between cost of employees and the rest of the service (such as fleet and equipment) again backing up the

under-resourcing argument. The same can be said of Street Cleansing but certainly not to the same extent.

4.10 One of the measures of whether the street cleansing service is being affected by staff shortages is the results of the cleanliness inspections carried out under the old national indicator NI 195 as a corporate performance indicator. As can be seen from the data below, the results show the authority in a good light, although it should be recognised that the same areas are often inspected due to a lack of some of the required land use zones (e.g. Ormskirk town centre) which can result in a good score. Keep Britain Tidy used to carry out their own independent inspections every two years but their funding for this was cut. However, independent checks are always considered useful against self-inspection systems.

Performance Indicator	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 37a	Percentage of sites surveyed falling below grade B for cleanliness (litter & detritus)	1.62%	4.79%	17	1.07%

4.11 The third part of the triangular scorecard of performance measures that APSE Performance Networks ranks as key indicators, alongside cost and quality, is those relating to customer satisfaction. West Lancashire reports customer satisfaction ratings for both services as part of its 'Council Plan Annual Report'. The latest figures are shown below and, in comparison are comparatively moderate indicating that there is scope to improve both services.

Performance Indicator	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 39	Community / customer surveys undertaken – Street Cleansing	71.00%	69.69%	17	80.00%

Performance Indicator	Description	WLBC	APSE Average	Total no. of participants	Top Quartile
PI 38	Community / customer surveys undertaken - Grounds Maintenance	71.00%	78.62%	29	91.70%

4.12 The data comparisons shown above give a rough and ready view of the current position until the full data sets are completed, which is planned for early 2018. This will form a baseline for tracking the effects of reducing budgets as well as improvement progress which the regular completion of data in future years will be able to provide, showing the journey of travel against national trends.

## 5.0 Workforce Questionnaires / Diagnostic Workshop

- 5.1 The importance of the involvement of the workforce was agreed early in the review process and attempts have been made to engage with staff from both services. Firstly, all staff were invited to complete a "service improvement questionnaire", designed to establish both their level of understanding of the standards required of them and whether they feel that they can achieve those standards, as well as enabling them to make their own suggestions regarding improvement areas.
- 5.2 73% of the respondents say that they have not been made aware of cleansing standards for the borough.
- 5.3 There is a 47%/53% split on whether they are aware of the required standards for the rest of the services, with 63% saying that they would benefit from a better understanding of them.
- 5.4 74% do not feel that they have enough time "to deliver a high standard of service".
- 5.5 The recurring theme amongst the reasons given for this is that there is "not enough staff".
- 5.6 The following were raised as changes that they would like to see: -
  - Increased Communication
  - More mechanical sweepers
  - More areas need proper cleaning
  - More training is needed for those who want to further their careers
  - More involvement in choosing fleet and equipment
  - Weeds need clearing (needs co-operation of county council)
  - New litter bins are required
  - "staff need to take pride in their work and try and improve workplace morale"
  - More frequent mowing is needed
  - 'Hit Team' to do the other work they get redeployed to do
  - Better boots / PPE
  - Better mowers that don't struggle
  - Share grave digging work out amongst workforce
  - Equalise workloads across teams
  - Tool boxes needed for vehicles
- 5.7 A cross-section of the workforce from both services were invited to take part in a diagnostic workshop, the purpose of which was to examine the operation of the Street Scene service as part of the overall review, to identify strengths, weaknesses and the scope for service improvements and potential efficiency savings and find out what it is like to work for West Lancashire's Street Scene Service. Although the trade unions had

representation, none of the management team were in attendance in order to better facilitate open conversation.

5.8 In order to understand the influences that particularly affect Street Scene services, attendees were asked to think about the external factors that the section faces, using a P.E.S.T.E.L. analysis (political / economic / social / technological / environmental / legislation). The results are shown below (and are not intended to be a comprehensive list): -

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Members</li> <li>• Austerity / budget cuts</li> <li>• Individual Councillor requests</li> <li>• Certain areas get different response</li> <li>• Pressure to clear fly-tipping on private land</li> <li>• Community events</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Cuts</li> <li>• Less people to do the job</li> <li>• Less equipment (inc. sweepers)</li> <li>• Reduced County Council weed spraying programme affects sweeping</li> <li>• Reduced County Council grass cutting</li> <li>• Loss of free bulky waste collection service -&gt; increased fly-tipping</li> <li>• Reduced resources for leaf clearance</li> <li>• Vehicle repairs and age of fleet</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• New housing developments – more residents</li> <li>• Fly-tipping</li> <li>• Social attitudes in Skelmersdale</li> <li>• Anti-social behaviour</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Equipment not up to current technology</li> <li>• Chipping in dead animals (takes time to follow up)</li> </ul>
<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Weather conditions</li> <li>• Extended growing season</li> <li>• Weedkiller types</li> <li>• Leafing season changes (resource issue)</li> <li>• Shelter for mechanical sweepers in adverse weather</li> <li>• Placement of street furniture</li> </ul>	<p><b>Legislation</b></p> <ul style="list-style-type: none"> <li>• Changes in weedkiller regulations</li> <li>• Asbestos</li> <li>• Traffic management (training required)</li> </ul>

5.9 In addition, the attendees were asked to look at internal factors and complete a S.W.O.T. analysis of the service as they see it from their perspective, looking at strengths, weaknesses, opportunities and threats, by way of “what does the service do well?” and “what does the service not do so well?” The results are shown below – again they are in no way intended to be comprehensive.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Prompt service</li> <li>• Polite service</li> <li>• Proper job with right resources</li> <li>• Customer interaction</li> <li>• Compliments passed down</li> <li>• Grounds supervision is spot on with H&amp;S etc.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Management not accessible</li> <li>• Supervision style – needs to be more dynamic</li> <li>• Supervisor morale seems low</li> <li>• Can’t provide the good quality service we would like to</li> <li>• Reactive working</li> <li>• Manpower shortages</li> <li>• Frequency of operations</li> <li>• Not enough qualified staff</li> <li>• Not enough training</li> <li>• Low morale</li> <li>• High average age – no young blood</li> <li>• Light duties workers from other services</li> <li>• Vehicle specs – not fit for purpose</li> <li>• Not got the right kit for the job e.g. grass heights</li> <li>• Skips are too old – need repairing or replacing</li> <li>• Don’t use people’s strengths – skills matrix needed</li> <li>• Relationship with workshop</li> <li>• Downtime for repairs / waiting for spares</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Improved management communication</li> <li>• Better relationship with local press</li> <li>• Better equipment</li> <li>• Replacement policy for equipment</li> <li>• Job evaluation</li> <li>• Street Scene integration</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Public criticism</li> <li>• Negative press (from County Council operations)</li> <li>• Management perceptions</li> <li>• Reactive working</li> <li>• Low morale</li> <li>• Street Scene integration</li> </ul>

5.10 The group then examined the resources that the service operates with in terms of people (including management), fleet and equipment and depot facilities, asking in each case whether they consider them to be fit for purpose.

5.11 The following were identified and discussed: -

#### **Street Cleansing**

- 2 x Johnston VT650 mechanical channel sweepers (one dual sweep / one single sweep – dual sweep rarely used) – about 5 years old.
- 1 x Scarab Minor mechanical pavement sweeper – predominantly used on footpaths in outlying areas (due for renewal – Feb 2018)
- 3 x Johnston CX201 compact mechanical sweepers – pavements and precincts (due for renewal February 2018)
- 2 x 7.5 tonne Linktip (dismountable) vehicles
- Ford Transit Tipper vehicles (9 on fleet list)

#### **Grounds Maintenance**

- Ford Transit Tipper vehicles (8 on fleet list) – 2 caged (no tool boxes, nowhere to store tools)
- 1 x John Deere 6330 tractor (used to be 2 - one was taken off-hire when county council work ceased. Used to have flail on one and trailer on the other)
- 3 x John Deere front-deck rotary ride-on mowers (“very good”) – two are cabbed. Slow road speed.
- 2 x John Deere ride-on mowers (Hi Tip) (“good for previous standards but not good enough on 3-4 weeks growth”)
- Scag 52” zero turn pedestrian mowers (2 on fleet list) – good on short grass, not on longer growth – need cutting blades not mulching.
- 8 x John Deere pedestrian mowers (rotary box mowers)
- 2 x Ransomes Greens Mowers (for bowling greens)
- Scag rotary pedestrian mowers (“not good enough”)
- Stihl hedgecutters (“used to have “Echo” which lasted longer”)

5.12 The main complaint around fleet and equipment was that they, as the operatives who use the machinery, do not get enough say in choosing which ones should be brought in. However, management suggest that Chargehands have recently been involved in the demonstrations of new kit.

## **6.0 Stakeholder Interviews**

6.1 To gain a greater understanding and feedback on the Street Scene service from both an internal and external perspective, a series of interviews took place with key personnel and stakeholders on November 29th 2017 at the Robert Hodge Centre.



6.2 The interviewees were: -

- Cllr Kevin Wilkie – Street Scene Services Portfolio Holder
- Derek Hill – Operational Supervisory Officer (Grounds Maintenance)
- Graeme White – Operational Supervisory Officer (Street Cleansing)
- Simon Burnett & Steve Kent – Leisure & Wellbeing Services (includes park rangers and playground inspectors)
- Colin Brady & David Thornber – Development & Regeneration (includes technical services, town centre management, parking, markets and arboriculture)
- Jacqui Sinnott-Lacey, Nicola Bradley, Leigh MacFarlane and John Powell – Housing & Inclusion Services

6.3 In all cases, the interviewees were asked to say from their perspective what did Street Scene do well, what they don't do so well and where improvements could be made in relevant areas. Generally, the service received praise from the external stakeholders for improvements that had been made under the new management arrangements, but recognising that there was still much to do and that it was likely to be a lack of resources that was reducing standards.

6.4 From an internal perspective (including the political level) there is a recognition that productivity is not high enough and that standards are lower which is causing frustration as the resources aren't there. Better co-ordination of tasks was considered by the Portfolio Holder to be a requirement, not helped by different responsibilities in different departments and with the county council in the case of highway verges.

6.5 Internal consultation – what is done well?

- Good public interface;
- Good response, dealing with issues quickly;
- Small team gives value;
- Good knowledge and familiarity of area;
- Top of the range equipment, leased so serviced regularly and efficiently run;
- Proactive in leaf and fly-tipping removal;
- Litter picking in grass areas.

6.6 Internal consultation – what is NOT done well?

- Productivity can be further improved;
- Not enough staff to do a good job;
- Communication between management and supervisors and being consulted on things that affect specialist areas;
- Don't achieve a Grade 'A' clean. Deep cleansing not done often enough;

- Workforce don't take ownership of their areas;
- React too quickly to councillor complaints;
- Insufficient training to properly and confidently deal with complaints on trees.

6.7 Stakeholders from other council departments were asked whether there was duplication between work that their workforces carried out, whether there were services that they bought in from external sources that could be done in-house by the Street Scene team (in the right circumstances) and where improvements could be potentially made.

6.8 These are the summary points: -

#### Leisure & Wellbeing Services

- Some grey areas over responsibility for fly-tipping on Leisure Services land;
- 'Us and them' relationship between park rangers and grounds staff;
- Playground inspections will be delivered in-house shortly, two staff under park rangers. There may be some scope for carrying out LAMS inspections;
- Consider that an area-based approach working together is the way forward;
- Street Scene need to take wider responsibility than just contract specified work;
- Scope for letting some grass areas grow longer, but managing them not just leaving them;
- Standard of street trees (county council responsibility) is not up to those of parks trees;
- Some northern parishes have been handed areas of land to look after – a good model for further efficiency savings providing that parishes don't want paying or to receive a grant;
- Scope for cross-boundary working with neighbouring local authorities.

#### Development & Regeneration

- Arboriculture – some issues in past over standards of tree work which have been a bug-bear. Previous tree management has created issues where trees have been trimmed when probably should have been removed;
- Need to find a systematic way to deal with residents whose quality of life is being blighted by overgrown trees that don't meet the criteria for being dealt with (again, more often a county council responsibility);
- Don't find Street Scene particularly customer friendly – they need a code for everything. Is this necessary nowadays?
- No public consultation with residents where tree work affects them has led to complaints in the past;
- Tech services pay for outside contractors to erect street nameplates, signs, carry out painting etc. as well as man + van with jet washer. All could potentially be done by Street Scene (but on Tech Services terms).

## Housing & Inclusion Services

- A customer-focussed Service Level Agreement (S.L.A.) is needed for grounds maintenance in Housing areas. There is nothing in place to inform standards;
- Some overlap with Housing's gardening team of 4 – Team leader (scale 4) and 3 operatives (scale 1) whose duties include mowing OAP gardens for £5 per week- *subsequently agreed to be moved to Street Scene from February 2018 as part of the corporate restructure*;
- Communication has improved in past 12 months but as there is no transparency, Housing don't know what they are paying for;
- Separate payments to external contractors are made to treat Japanese Knotweed, shrub beds, tree cutting and to maintain gardens in vacant properties;
- Would like to see a 'Parks' standard in sheltered Housing but know that isn't necessarily financially viable;
- Shrub beds are problematic, many being either overgrown or no longer have any plants in;
- Savings could be made by investing in mobile technology, tightening up on fly-tipping and being more geographically efficient;
- Potential to generate some income from cutting Housing gardens for tenants who don't meet the criteria for the subsidised service.

## 7.0 Key Issues

### Area working / integrated service delivery / work scheduling

- 7.1 The predominate issue that threads through the review is the perceived lack of resources by the workforce to achieve the standards of work that would be preferred. Unfortunately, a lack of up-to-date information and without an information technology solution to process the amount of data involved, the optimum numbers cannot be calculated.
- 7.2 The instinctive feel, which is backed up somewhat by the benchmarking comparison in section 4, is that the grounds maintenance function is indeed under-resourced for the amount of work there is, whilst the street cleansing service is maybe staffed about right, but this needs properly calculating to prove either way.
- 7.3 A GIS exercise is currently ongoing to map all the assets that Street Scene is responsible for. This will be an invaluable exercise going forward, particularly if it can be coupled with the acquisition of scheduling/asset management software such as 'Mayrise', 'Composer' or similar established system. Failing that, a less sophisticated approach using spreadsheets, and/or a locally-developed database, will be a step forward that will allow the calculation of the resources required.

- 7.4 The second requirement for the calculation is an agreed frequency for each of the required tasks on both grounds maintenance and street cleansing. As there is no statutory requirement for grounds maintenance, the frequency should be based on what is acceptable aesthetically. For street cleansing, cleanliness standards are determined by the 1980 Environmental Protection Act and the relevant code of practice. Standard times can then be applied to these against each asset to produce weekly / monthly / annual employee demand. An agreed element of non-productive time is then applied to each task to cover travelling to and from site, personal time, dealing with the public etc. This would vary depending on the geography of each particular site although an average could be agreed and applied.
- 7.5 Work tasks are then allocated across the whole year and some smoothing out will usually follow before a core workforce requirement is known. At this point, if that figure exceeds current levels, the council may need to make adjustments to the standards it can deliver within budget or consider how to fund any additional posts that may be needed. Some suggestions on how this might be achieved are discussed further on. At the end of the process though, the council will be able to agree some affordable standards. It should consider publishing these in order to manage public expectation.
- 7.6 Scheduling software enables that demand-led information to be transferred on to daily / weekly / monthly worksheets as appropriate. Again, this is more easily facilitated via a specialist piece of software.
- 7.7 Once standards have been agreed for grass cutting in different areas and types, it is important to ensure that staff are provided with the best 'fit for purpose' equipment capable of dealing with grass growth at the level it will be maintained. The workforce are also best placed to have an input into the selection of the right machines, they know the job and they will have to use the equipment, this however needs to be balanced with cost.
- 7.8 The agreed standards also need to form the basis of a Service Level Agreement with Housing & Inclusion Services and Leisure and Wellbeing for work to be carried out on their land. At present they don't appear to know what standards Street Scene are working to and therefore can't control the financing of this part of the service. They also need to be part of the discussion on what the different standards should be in their areas, particularly where there is a knock-on effect in helping to let council properties, such as in sheltered accommodation.
- 7.9 Where tasks on both services are required in the same areas, teams from each are currently deployed in isolation. Greater productivity and efficiency can potentially be achieved by integrating staff together into area teams. It is envisaged that their responsibility would then be widened to cover all tasks of council responsibility in those areas, either to maintain / repair themselves or to report for further action (having made safe as necessary).

- 7.10 In order to work most efficiently, the teams need to take advantage of mobile technology to ensure that the status of tasks can be updated on site to keep the system "live" and work towards a future paperless operation. Linking in to the Customer Relationship Management (CRM) system (the council is due to change over to 'Service Now' which should support any established asset/scheduling system alongside it) it would allow reactive work to also be allocated to teams while they are in the vicinity when necessary.
- 7.11 Some training will be required to match work requirements to skill sets. There is currently no 'training needs' strategy based on a skills matrix of staff competencies. Having this in place helps greatly in planning cover for sickness, holiday and other absences, as well as for succession planning and service delivery resilience.
- 7.12 Following examples of successful implementation of area working in other areas, it is envisaged that West Lancashire may follow a model that sub-divides the borough into areas, resourced accordingly based on local demand. These then need to be sub-divided into smaller geographical zones of generally even workload, which would be overseen by an operational Team Leader in each. It would be their job to co-ordinate the workforce according to the required tasks, prioritise work, liaise with the local community and report back to the relevant supervisor on progress and any issues.
- 7.13 The results of the calculation of workload described above would dictate the number of staff required to cover each area and would also form the basis for changes in working time to meet the identified demand. One area where this will impact is street cleansing which currently receives minimal coverage from Friday lunchtime through to Monday morning (some overtime covers prestige areas only) despite the increased amount of footfall and associated rubbish being generated in that period. In line with service demand, working hours should be reviewed and demand led rota's developed. This would eliminate the current overtime requirements and it is envisaged that increases in productivity (see later in this section) will enable the additional work to be absorbed within the current workforce.
- 7.14 Specialist roles such as horticulture in parks and prestige areas, mechanical sweeping and tractor work would likely sit outside of the areas and work in partnership with them in rotation, as required.

### **Savings**

- 7.15 The implementation of integrated roles and area working, as described above, may afford the opportunity to reduce the workforce to make the cost savings that the council is looking for. In the first instance, bringing the two workforces together could enable the upskilling of some of the street cleansing staff to build capacity.
- 7.16 On this basis there is a vacant post on street cleansing that can be removed from the establishment. It is envisaged that this could be done from the start of the next financial year (2018/19), realising an annual saving of **£22,230** (operative scale 3)

- 7.17 A review of working time arrangements for street cleansing will result in savings on overtime payments. This needs to be done once a new structure is known and the quantity of work to be delivered.
- 7.18 The additional support at area level that integrating the services would give, coupled with anticipated increases in productivity, should enable the budget for employing additional agency workers to be reduced by a sum of **£7,700** per annum.
- 7.19 Although there may need to be some adaptation for changes in working, different team sizes and different equipment requirements, it is envisaged that efficiency savings could be made to the vehicle and fuel costs. This needs reviewing once the new working arrangements have been agreed.
- 7.20 The savings achieved by the above changes total **£30,000** for 2018/19. Further savings will be apparent in 2019/20 once the further work has been completed.

### **Productivity**

- 7.21 When there are perceived shortages in staff, it is important to ensure that productivity levels are high. This means getting as much out of the working day as possible and minimising non-productive time as much as possible. Travelling is one of the biggest elements of non-productive time, particularly where there are teams of staff to manoeuvre around the borough. Optimisation of routes for grass-cutting and mechanical sweeping should ensure that the most efficient method of travel is scheduled.
- 7.22 Anecdotal evidence suggests that there is a problem with the workforce getting out of the depot in the morning and arriving back early at the end of the day, endemic of not having targets to work to which allows slippage in productive working. Although this can be changed by introducing realistic schedules, management and supervisors should be looking to improve this situation as soon as possible.
- 7.23 Linked to this is the issue of the workforce returning to the depot at lunchtimes. Whereas this may be acceptable for those working nearby, there will be a number of employees who are travelling distances from their work site and back afterwards during working time. Staff argue that they don't have welfare facilities on their vehicles or at outlying sites, but given the amount of council-owned buildings around the area, there should be opportunities to negotiate for use of toilet and wash facilities closer to work sites. The council should also consider kitting out vehicles with wash facilities (wet or dry wash) or ensuring that provision is included in future specifications.
- 7.24 The additional time spent on site should enable targets to be met and standards to be adhered to, as well as the opportunity to ensure that all other Street Scene requirements on site are dealt with either there and then or reported as appropriate for further action.
- 7.25 The other area where productivity is lessened, that has been highlighted by staff through the review, is the amount of reactive work which is given out and results in staff being

taken off their core work. Agreeing service standards will reduce this demand and consideration should be given to introducing a "hit-squads" that have responsibility for carrying out this type of work. To ensure that there is enough cover every day, working times should be reviewed. It is envisaged that this works most effectively when daily duties are added to the start and end periods which can be carried out by a single operative (e.g. emptying litter bins). This minimises the period where two people work together, a period when two-person jobs can be allocated.

### **Improving standards**

- 7.26 It is important that the standard of work to be achieved needs to be agreed and used to form the basis of the calculations for staffing levels. This will include frequency of cuts for grass, visits for sweeping, winter work etc. The standards should be agreed and signed off by elected members so that they are in a position to give informed advice to their constituents. The council should also consider publishing the agreed standards to help manage customer expectations.
- 7.27 Resuming delivery of the public realm contract from the county council should allow Street Scene to have sufficient control over the work required to ensure that the schedules are adhered to, which would improve the situation faced over the past two years. Management believe that they will be able to deliver this initially by sub-contracting work alongside high-speed roads that will require traffic management. This can be reviewed during the 2018 growing season.
- 7.28 This would leave a proportion of mechanical sweeping to be scheduled in with traffic management lane closures and pedestrian mowing to be completed in other areas. Although staffing levels are based on historic working arrangements, the remaining budget supports the employment of a number of temporary operatives on a seasonal basis for the grass cutting element and it is felt that the mechanical sweeping element can be absorbed within existing resources.
- 7.29 A priority for enhancing standards will be the gateway routes into the West Lancashire borough, important for "first impressions" of visitors and potential business investors.
- 7.30 Street cleansing standards are considered to require improvement, despite some impressive cleanliness inspection scores. Many of the street cleansing operatives only carry litter picking prongs and a bin sack which is ineffective at achieving a deeper clean. There are no traditional barrows in use that would facilitate the carrying of the tools necessary to provide a deeper clean as they were regarded as inefficient in the past. However, modernisation from manufacturers in recent years has seen several models appear on the market that are more than just a mobile tool station and bin sack container. Some have motorised vacuum hoses that enable smaller, harder to brush items of rubbish, such as cigarette butts, to be picked up.

- 7.31 At present, there are no storage facilities for barrows, so some lock-ups will need to be sourced in appropriate locations where possible and the vehicles or trailers reviewed to transport them around the Borough.
- 7.32 In addition to the barrows, there would be benefit in investigating the feasibility of investing in petrol powered blower vacuums which have dual use on the service in blowing or sucking litter and leaves as required.
- 7.33 There are many different types of litter bin deployed within the borough, not all in the right places and not all the right size. To avoid frequent emptying of litter bins in busy locations, many local authorities around the country are converting to "smart bins", such as the "Big Belly Bin" which has a solar powered sensor and compactor to extend the time before it needs to be collected. In addition, they take advantage of mobile technology to alert the department when they are at a certain fill level and need servicing. In other parts of the country, the installation of these bins has led to savings in the service which helps to justify the initial outlay. There is also sponsorship opportunities on the bins themselves to generate income.
- 7.34 To ensure better standardisation of litter bins and cut down on the number of keys that must be carried by personnel deployed to empty all the different bins, the authority should consider producing a corporate litter bin strategy for all departments to follow. This would ensure that bins were of the right type and quality.

#### **In-house service improvements**

- 7.35 The review found that morale is low amongst the workforce. They have seen a change in management over the past year which has seen new ideas and ways of working coming forward, but operatives (and supervisors) don't feel that they have been told enough about what is going on and what is being planned. Management suggest that they have been involved in the review and kept updated in meetings however, as well as looking at ways to improve communication, there are other issues that have been raised during the review and outlined previously that could help improve team spirit.
- 7.36 The afore-mentioned changes to integrate the grounds maintenance and street cleansing on an area working basis could be sold in a very positive manner, accentuating the need for teams to engender a "can-do" attitude to the work within their area, a "right first time" quality attitude and concentration on "avoidable contact" for the public by taking wider responsibility. A sense of ownership and subsequently pride in their work should result from this approach. There also needs to be a pride in being associated with Street Scene and wearing the uniform.
- 7.37 The provision of tool boxes on the vehicles for storing tools and equipment, which would reduce some of the non-productive travel between work site and depot as task requirements change through the day, would also be seen as a morale boost due to the strong feelings expressed about it.



- 7.38 Equally, this would be the case in considering improving the quality of bin sacks which was raised during discussions, the current design deemed to be too flimsy and too cheap to be of proper use inside litter bins, sometimes needing two at a time to make sure they are strong enough. An investigation should take place, again involving the workforce, to see if this is a false economy that needs improving and whether it is affordable to do so.
- 7.39 The continuation of the inspection process for cleanliness, even after the demise of national performance indicators, is key to measuring the success or otherwise of the service. Whether this function may be better sited within another area is being discussed, but there are several other members of staff, even across other departments, that could help out while they are in the area, such as Playground Inspectors. The council might also wish to look at the Land Audit management system (L.A.M.S.) that APSE have assisted in developing and reporting. Although this was originally set up to provide a cleanliness score for grounds maintenance sites, it was quickly recognised that it could easily be extended to cover cleanliness inspections on all aspects of the service while the inspectors are there (e.g. street cleaning, litter bin emptying, graffiti, fly-tipping etc.) with a slightly less onerous inspection regime than that demanded by the now defunct national indicator NI 195.
- 7.40 Although raised briefly within the review, the synergies with elements of the current Leisure & Wellbeing Department, such as formal parks, park rangers and playgrounds, which will soon transfer under a single Director with Street Scene services have not been covered in any great detail. However, it is recognised that there is potential for investigating the potential for restructuring some of the work under new arrangements to create better working arrangements and to avoid future duplication which could go toward savings for 2019/20.

### **Income generation**

- 7.41 In addition to making savings to cover decreasing expenditure budgets, as detailed previously in this section, Street Scene could look to replace some of that funding through external funds. The first and most obvious of these was covered in interviews with stakeholders and concerns monies spent by other departments on external service provision where Street Scene would potentially be able to undertake the tasks and avoid the money being spent outside of the council. There appears to have been some history with previous regimes that has clouded other department's views on using Street Scene, which has resulted in silo working. However, current financial circumstances dictate that every effort should be made to try and make sure money remains in circulation within the council's overall budget, even if this raises the need for additional training within Street Scene.
- 7.42 Further opportunity to raise additional funds can come from work carried out for external clients. Legislation has changed in the past few years regarding trading and charging that allows the council to extend its operations much more into the private sector. The list of

tasks that are carried out on internal contracts includes many that could also be offered to other customers, both in other public-sector premises (such as hospitals, clinics, police and fire stations) and those of private companies (such as industrial units and car parks), particularly where such sites are in close vicinity to those of the council.

- 7.43 Other areas where external funding can be sought involves making use of potential advertising space on council assets, such as litter bins, verges and roundabouts (the latter two requiring county council buy in) .
- 7.44 There are several potential issues to raise on this topic. Firstly, it takes time and effort to liaise with potential customers and bring about profitable contracts. Where councils nationally have been successful in this area, they have often employed the skills of a business development specialist (on the basis that they can earn more for the council than they cost). There is also a wider remit within Street Scene that could potentially include Trade Waste as well. This position could be considered alongside the need for a technical post referenced earlier and enforcement (see below).
- 7.45 The council may also decide to increase its income from the enforcement of environmental crime, such as fly-tipping, litter offences and dog-fouling, all of which can be subject to fixed penalty notices (FPN's). Penalty charges for littering are set to rise in April 2018 as a result of the new National Litter Strategy (Defra) which will increase the potential income that could be achieved, whilst also providing a more effective deterrent that should ultimately improve cleanliness standards. This enforcement currently sits with Environmental Protection, but it may be more effective to bring it together with Street Scene who already deal with abandoned vehicles. They would also like to do more with Waste Carrier Licence enforcement, as this often links to fly-tipping by unlicensed carriers.
- 7.46 Quite a few local authorities in England and Wales have hired private enforcement companies to take on the role, some with notable financial success, although it is noted that the percentage of FPN income that council's take varies from contract to contract, even with the same companies, so comprehensive research and contract preparation is recommended to get the best possible deal.

## **8.0 Recommendations**

### **Area working / Integrated service delivery / work scheduling**

- 8.1 An asset management / scheduling solution is required. It is recommended that the council look to fund an established package, such as 'Mayrise' or 'Composer' etc. as an "Invest to save" opportunity. The system should be able to link the current GIS mapping work being undertaken and the new CRM 'Service Now' system.
- 8.2 The frequency of operations needs to be agreed for every task to be carried out, particularly those affecting grass cutting, road sweeping and litter picking.

- 8.3 Applying standard minute values to those tasks will enable optimum staffing levels to be established for different weeks/months of the year, based on demand. After allowing for elements of non-productive time, like travel and personal breaks, some levelling out would then need to take place before the size of the workforce required to undertake the work becomes known.
- 8.4 At that point, there may need to be some changes made to standards for some tasks and/or locations to make sure they are achievable. Once the standards are determined, approved and signed off by the Council, they should be published as widely as possible, including the council website, to better manage public expectations.
- 8.5 Once the standards are known, the council should ensure that the equipment required is the correct type for the conditions e.g. the right mower to cope with the height that grass is to be maintained.
- 8.6 The standard of operations for the Housing & Inclusion and Leisure & Wellbeing Directorates needs to form part of a Service Level Agreement with them so that they know what they are paying for and have something to monitor Street Scene against.
- 8.7 Grounds maintenance and street cleansing should be integrated into area teams, who then have a responsibility for all work required on the identified assets, be they grass sites, hard standing, flower beds, litter bins etc. in order to achieve greater efficiency and productivity by working and travelling together.
- 8.8 Area teams should be provided with mobile technology (either smart phone, PDA or tablet) to enable the council to work towards a paperless work solution. This should link to all the IT aspects, asset/scheduling system, GIS mapping and CRM system.
- 8.9 A skills matrix should be produced to track the competencies of current staff and to identify future training requirements, both for new working arrangements and for succession planning.
- 8.10 The area should be divided accordingly and supervisory resources allocated to manage each area. They need to be assisted by operational team leaders who will provide the focal point for the area working arrangements, the number to be determined by what is deemed to be the optimum geographical split.
- 8.11 Once the areas have been determined and the tasks in each are known, the workforce should be allocated to particular areas based on the work demands matched to the competences of individuals. There will be some (mechanical sweeper drivers, tractor drivers etc.) who will need to work across a number of different areas, as per demand requirements.
- 8.12 Working times need to be aligned to work demands. This will mean providing a demand led service for street cleansing operations in town centres and other areas of high weekend footfall.

## Savings

- 8.13 The budget needs to be reduced by £75,000 for 2018/19 and a further £75,000 in 2019/20.
- 8.14 As there is currently one vacant post on street cleansing this should be removed from the establishment from 1 April 2018, saving £22,230 per annum in each of the years. More work is needed to determine the level of savings that can be achieved in 2019/20.
- 8.15 Overtime payments are currently paid to street cleansing for addressing town centre and prestige sites at weekends. This needs reviewing and negotiations on overtime rates on Sundays to be undertaken and the increases in overall productivity are anticipated to enable the work to be absorbed by the new service arrangements. Further options include reviewing and reducing the level of works undertaken and looking at task based payments rather than substantive post payments.
- 8.16 Further savings of £7,700 can be made each year from the street cleansing budget for agency workers, which it is envisaged won't be needed if productivity is improved on the service.
- 8.17 Integrating service teams is also expected to realise productivity and efficiency savings on fleet costs for vehicles and fuel. This needs exploring further once the new working arrangements have been embedded to understand if any cost reductions can be achieved.
- 8.18 The savings achieved by the above changes total **£30,000** for 2018/19. More work is required to realise the savings for 2019/20.
- 8.19 An element of the savings is expected to come from the capacity for generating income (see 8.38).

## Productivity

- 8.17 Grass cutting and street cleaning routes established from the schedules should be optimised to ensure that they are operated in the most efficient geographical patterns to maximise productivity, which will require robust supervision.
- 8.18 Time spent in the depot at both ends of the day should be minimised as much as possible to increase the amount of work actually undertaken. The schedules will form targets that only include an appropriate amount of time for necessary functions at commencement and close of day.
- 8.19 Street Scene should ensure that wherever possible operatives are able to take their breaks out on site rather than spending time returning to the depot. This will mean providing adequate welfare facilities both on vehicles and near to work sites.
- 8.20 Team leaders and the operatives under their leadership must take responsibility and deal with all aspects of work when on site, either maintaining, repairing (or making safe) or reporting where it is outside the skill set.

8.21 To minimise the amount of reactive work that takes operatives from their scheduled tasks, it is recommended that "hit squads" be established to cover the borough. Litter bin emptying could be scheduled at both ends of the day to be completed either side of reactive work tickets.

### **Improving standards**

8.22 It is important to adhere to agreed standards which is why it is important that elected members agree them and act on behalf of Street Scene in corresponding with their constituents on these matters.

8.23 The public realm work currently undertaken by Lancashire County Council is proposed to be delivered through a partnership agreement from April 2018. The budget with it allows for traffic management and grass cutting alongside high-speed roads to be sub-contracted out.

8.24 This leaves areas for pedestrian grass-cutting to be undertaken in-house, an estimate of three temporary seasonal staff being the requirement.

8.25 In order to maximise improvements on a contract that caused much bad publicity in the past year or so, priority should be given to working with the county council, ensuring that gateway routes into the borough are particularly well kept next year.

8.26 The manual street cleaning element needs to achieve a deeper level of cleaning than just litter picking. The operatives are currently ill-equipped for this and their equipment needs reviewing. It is recommended that the council invests in modern barrows that incorporate powered vacuum hoses to deal with cigarette butts and other small debris. It may be of benefit to trial one or two in the first instance.

8.27 If equipment changes it may need to be either transported out daily to site or the council needs to find suitable locations for them to be left overnight, the latter being the preferred option especially if use can be made of existing sites.

8.28 Further investment should be made in back-pack blowers that have both blow and vacuum suction options, making them much more versatile on site. Again, it may be of value to trial some in the first instance.

8.29 The council should consider investing in 'Smart Bins' such as the 'Big Belly Bin' with solar-powered compactor and fill sensor technology, which require less frequent emptying and can let you know when they are approaching full. The positioning of such bins is key to the greatest efficiency gains.

8.30 Furthermore, with a myriad of different litter bins on the streets and parks as there has been inconsistency in how bins have been procured and sited, the council needs to produce a corporate 'Litter Bin Strategy' that standardises specifications and the best types for each situation, aimed at having a much smaller selection in the future.

### **In-house service improvements**

- 8.31 There is a perception from the workforce and supervisory staff that communication from management needs improving. Management need to take account of this discernment.
- 8.32 A change of culture is needed, driven by management, to engender more of a 'can do' attitude under the new working arrangements, underpinned by a 'right first time' quality approach and 'avoidable contact' mentality.
- 8.33 To maximise time on site and minimise return travel to the depot during the day, suitable secure tool-boxes should be fitted to vehicles so that everything needed for the tasks of the day (and other common eventualities) can be taken to site.
- 8.34 Street Scene should investigate the issue of the quality of bin sacks in current use as anecdotal evidence suggests that they are cheap and unsuitable as litter bin liners and for containing quantities of rubbish.
- 8.35 The service currently carries out cleanliness inspections to the old national indicator NI195 standard. With pressure on a small number of staff likely to increase with the introduction of technological solutions, at least in the first instance, the council should consider adopting the slightly less onerous LAMS approach, which covers grounds maintenance areas as well as street cleansing sites and who could undertake them.
- 8.36 The restructure of Leisure and Wellbeing Services alongside Street Scene presents the opportunity to investigate synergies and work overlaps on both sides, but particularly with formal parks, park rangers and playground inspectors where there is potential for efficiency improvements.

### **Income generation**

- 8.37 The council should ensure that wherever possible Street Scene are the main supplier of relevant services for other departments, to avoid money going out of the council budget by being spent on external contractors.
- 8.38 Once Street Scene has implemented the necessary changes to allow it to work more effectively and efficiently, they should consider the potential for raising income from related tasks in other areas, such as with other public bodies or private companies.
- 8.39 Other opportunities for generating income should be investigated, including the potential for sponsorship on litter bins, roadside verges and roundabouts (with buy-in required from county council on the latter two).
- 8.40 The current staffing structure is fairly lean and the capacity to undertake the work required to bring in external funding is unlikely to be there. Street Scene should consider bringing in a business development specialist, possibly on a self-financing basis, to alleviate some of the work pressures, including other areas of the directorate like trade waste.

- 8.41 In light of the increases in individual fixed penalty fines that local authorities will be able to make from April next year under the new national litter strategy, the council may wish to look at the potential for increasing the amount of money raised through the further enforcement of environmental crime, such as those for litter offences.
- 8.42 That consideration should also include the option of hiring a private enforcement company to issue fines, as this has been shown to be quite lucrative in other areas, subject to agreeing a good deal on how income is to be split.

# LOCAL SERVICES LOCAL SOLUTIONS



INVESTOR IN PEOPLE



**GB 11409**



**GB 11132**



**GB 14074**



## Appendix 2 - Ground Maintenance and Street Cleansing Review Action Plan 2018-2020

Recommendation	Lead Officer	Timescale	Capital Costs	Savings/Income		Comments
				2018/19	2019/20	
Procurement and implementation of scheduling/asset management software	Director of Leisure & Environment Services  Operational Manager Street Scene	June 2018	£55,000	n/a	TBD	
Source resource to input service data into scheduling/asset management software	Operational Manager Street Scene	October 2018	£13,000	n/a	n/a	
Develop Service Standards with stakeholders and agree with Members	Operational Manager Street Scene	December 2018		n/a	n/a	
Widely publicise agreed standards and agree SLA with stakeholders	Operational Manager Street Scene /Comms team	December 2018 - ongoing		n/a	n/a	
Review current	Operational Manager	April 2019	£10,000	n/a	n/a	

plant, machinery and equipment	Street Scene /Supervisors					
Produce new structure, integrating workforce to create area teams and produce generic job roles/working hours	Director of Leisure & Environment Services  Operational Manager Street Scene	January 2019		£22,230	TBD	
Review overtime payments for prestige work	Operational Manager Street Scene	April 2019		n/a	TBD	
Determine mobile technology requirements of service	Operational Manager Street Scene	April 2019		n/a	TBD	
Develop skills matrix for service and produce programme of training	Operational Manager Street Scene / HR & Operations Manager	April 2019	Within existing service budgets	n/a	n/a	
Reduce use of agency workers	Operational Manager Street Scene	April 2018		£7,700	TBD	
Production of	Operational	April 2019		n/a	n/a	

work schedules for service tasks	Supervisory Officers					
Review resources and standards for reactive work	Operational Manager Street Scene	April 2019		n/a	n/a	
Equip vehicles with welfare provisions and create list of welfare facilities across the borough	Operational Supervisory Officers	April 2018	To be met within existing equipment budgets	n/a	n/a	
Deliver Public Realm Agreement on behalf of LCC	Director of Leisure & Environment Services Operational Manager Street Scene	April 2018		n/a	n/a	£250,360 agreed funding from LCC
Work with LCC to secure sponsorship of gateways	Operational Manager Street Scene	June 2018		n/a	n/a	
Produce litter bin strategy and review provision of bins	Operational Manager Street Scene	March 2019		n/a	n/a	
Regular	Director of Leisure &	Ongoing		n/a	n/a	

communication and promotion of change	Environment Services Operational Manager Street Scene					
Review quality of bin sacks and provide tool boxes	Operational Supervisory Officers	April 2018	Within existing equipment budget	n/a	n/a	
Review current performance management regime and devise new standard and PI's	Operational Manager Street Scene / Deputy Director Street Scene	April 2019		n/a	n/a	
Consider employing Business Development Officer. Produce Schedule of rates for services to offer to internal and external customers and consider resource capacity	Operational Manager Street Scene / Deputy Director Street Scene	April 2019		n/a	TBD	

Review scope for use of Fixed Penalty Notices and different delivery models	Director of Leisure & Environment /Environmental Protection & Community Safety Manager/ Deputy Director Street Scene	April 2020		n/a	TBD	
<b>Total</b>				<b>30,000</b>	<b>TBD</b>	



# Equality Impact Assessment Form



<b>Directorate: Leisure and Environment</b>	<b>Service: Street Cleansing and Grounds Maintenance</b>
<b>Completed by: Philip Samosa</b>	<b>Date: 22<sup>nd</sup> January 2018</b>
<b>Subject Title: Review of Grounds Maintenance and Street Cleansing</b>	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	Yes
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	Yes
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:	A review of Ground Maintenance and Street Cleansing Service aimed at achieving efficiencies
<i>If you answered <b>Yes</b> to any of the above go straight to Section 3</i> <i>If you answered <b>No</b> to all the above please complete Section 2</i>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
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 Section 3</i>	The service delivered will have a direct impact of the quality of the environment and residents of the borough
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)?	Residents (including council tenants) of the borough and employees of the service related areas.
If the work being carried out relates to a	Universal service, no particular group

universal service, who needs or uses it most? (Is there any particular group affected more than others)?	affected more.
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	No No No No No No No No 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?	Residents including Council tenants.
What will the impact of the work being carried out be on usage/the stakeholders?	Improved environmental surrounds.
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 2016/17 Community/Customer satisfaction survey Street Cleansing of 56%. It is anticipated that the satisfaction level can be positively affected by the proposal.
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?	It is a universal service that will not unduly disadvantage stakeholders with protected characteristics.
If any further data/consultation is needed and is to be gathered, please specify:	Consultation has taken place with service related employees, internal stakeholders and Members. The consultation was undertaken by APSE (Association for Public Service Excellence).
<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)?	There is no anticipated disproportionate impact on people with protected characteristics.
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be	There is no perceived negative impact on



<p>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>	<p>those with protected characteristics.</p>
<p>What actions do you plan to take to address any other issues above?</p>	<p>No actions</p> <p><i>If no actions are planned state no actions</i></p>
<p><b>7. MONITORING AND REVIEWING</b></p>	
<p>When will this assessment be reviewed and who will review it?</p>	<p>April 2019</p>





**EXTRAORDINARY CABINET: 28 FEBRUARY 2018**

**COUNCIL: 28 FEBRUARY 2018**

---

**Report of: Director of Development and Regeneration**

**Relevant Portfolio Holder: Councillor J Hodson**

**Contact for further information: John Harrison (Extn. 5132)**

**(E-mail: [John.harrison@westlancs.gov.uk](mailto:John.harrison@westlancs.gov.uk))**

---

**SUBJECT: REVIEW OF PAY AND DISPLAY PARKING AND CHARGES**

---

Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To consider proposed changes to the existing charging structure of the Council's pay and display car parks in Ormskirk Town Centre.

## **2.0 RECOMMENDATIONS TO CABINET**

- 2.1 That the Director of Development and Regeneration be authorised to make an Order to introduce revised pay and display and parking permit charges set out in paragraphs 6.1, 6.3 and 6.6 of this report on the Council's pay and display car parks in Ormskirk Town Centre.
- 2.2 That the Director of Development and Regeneration, in consultation with the Portfolio Holder, be given delegated authority to consider and determine any objections received to the Order made.

## **3.0 RECOMMENDATION TO COUNCIL**

- 3.1 That the Director of Development and Regeneration be authorised to make an Order to introduce revised pay and display and parking permit charges set out in paragraphs 6.1, 6.3 and 6.6 of this report on the Council's pay and display car parks in Ormskirk Town Centre.

---

## **4.0 BACKGROUND**

- 4.1 The Council currently maintains and operates nine pay and display car parks in Ormskirk town centre.

4.2 There are three long stay car parks – up to 9 hours:

Hutton Way  
Hants Lane  
The Stiles

4.3 There are six short stay car parks – up to four hours:

Park Pool  
Lunesdale  
Park Road  
Bus Station  
Market Way  
Wheatsheaf Walk

4.4 Parking charges are made on all designated pay and display car parks Monday – Saturday inclusive, between the hours of 8.30 am – 5.30 pm. The first hour of parking is free on the Park Road car park.

4.5 Current charges on the Council's pay and display town centre car parks are as follows:

Short Stay (except Park Road, as outlined above)

Up to 1 hour	70p
Up to 2 hours	£1.10
Up to 3 hours	£1.60
Up to 4 hours	£2.00

Long Stay (except Hants Lane)

Up to 1 hour	70p
Up to 2 hours	£1.10
Up to 3 hours	£1.60
Up to 4 hours	£2.00
Up to 9 hours	£3.00

Long Stay (Hants Lane)

Up to 1 hour	40p
Up to 2 hours	60p
Up to 3 hours	£1.00
Up to 4 hours	£1.20
Up to 9 hours	£1.70

## 5.0 CURRENT POSITION

5.1 As set out in paragraphs 4.5 above, the current parking charges are not consistent across all car parks in Ormskirk Town Centre and this can cause some confusion for users.

5.2 Park Road car park was originally charged in line with other town centre car parks, however, when the Two Saints Retail Park was

constructed an agreement was negotiated whereby the Council would manage and enforce on the new parking area in front of the retail park. A management fee was paid to the Council to cover this on the basis that we also provided a free 1 hour parking on the adjoining Park Road car park, which then became part of the overall Two Saints car park. The management fee coupled with the retention of parking charges on the retail car parking area offset the loss of income from the Park Road car park arising from the inclusion of a free parking period on this car park.

- 5.3 In 2012 notice was given to the Council by the owners of the Two Saints retail park to terminate the management agreement with the Council. The notice also required the Council to physically separate the Council owned car park from the Two Saints retail park car park. Whilst the separation of the two car parks was implemented, no action was taken in respect of the charging regime on the Council owned car park.
- 5.4 As set out in 3.5 above, Hants Lane car park offers discounted short and long stay parking which is inconsistent with other long stay and short stay pay and display car parks. In addition some 50 parking permits are also available on the Hants Lane car park which are currently charged at £195 per annum or £24 per month.
- 5.5 In 2014, in response to representations from local businesses, the Council reviewed the maximum length of stay in its short stay pay and display car parks and extended the time from 2hrs to 4hrs. The charging regime on the Councils car parks has not however been subject of review since April 2011.
- 5.6 As part of the Ormskirk Town Centre Strategy, the Council has been in discussions with local businesses to discuss measures/initiatives that might improve the vitality and attractiveness of Ormskirk to shoppers and other visitors.
- 5.7 From those discussions, it is clear that local businesses consider that the Council should review the current pay and display charging structure to make it more simple, consistent and easily understandable, i.e. through the implementation of a common charge across all the town centre pay and display car parks. They have also indicated that the current car parking regime does not encourage visitors to stay for an extended period and suggested that the vitality of the town centre would be helped by the introduction of low cost parking for short stay shoppers/visitors. As a result of these discussions a suggestion of a car parking charge of £1 for three hours was put forward by a local business group, for consideration by the Council.

## **6.0 PROPOSALS**

- 6.1 Having considered the representations of local businesses, I am of the view that the Council should amend its town centre pay and display car

parking charges to provide a uniform and simple approach across all the town centre car parks, incorporating a £1 for 3hrs promotional charge. The effect of my proposals on charges would be as follows;

Short stay car parks (except Park Road)

	Existing	Proposed
Up to 1 hour	£0.70	
Up to 2 hours	£1.10	
Up to 3 hours	£1.60	£1.00
Up to 4 hours	£2.00	£2.00

Park Road

	Existing	Proposed
Up to 1 hour	Free	
Up to 2 hours	£1.10	
Up to 3 hours	£1.60	£1.00
Up to 4 hours	£2.00	£2.00

Long stay car parks (except Hants Lane)

	Existing	Proposed
Up to 1 hour	£0.70	
Up to 2 hours	£1.10	
Up to 3 hours	£1.60	£1.00
Up to 4 hours	£2.00	£2.00
Up to 9 hours	£3.00	£3.00

Hants Lane

	Existing	Proposed
Up to 1 hour	40p	
Up to 2 hours	60p	
Up to 3 hours	£1.00	£1.00
Up to 4 hours	£1.20	£2.00
Up to 9 hours	£1.70	£3.00

6.2 As can be gathered from the above, the implementation of a £1 for 3 hours car park charge would increase the charge for users only wishing to stay for 1 hour maximum, however, reduce the 2 and 3 hour charges. In looking at the charge across the 3 hours this equates to a charge of circa 33p per hour, which is inexpensive considering the standard of the parking facilities on offer.

6.3 In relation to the issue of parking permits, these have not been the subject of an increase for a number of years and as a result are extremely low in cost in today's market. I therefore propose that the

annual cost of the permits be increased from £195 to £250 which would still provide a discounted charge equating to some 80p per day.

- 6.4 There are no statutory concessions for Blue Badge holders on private land, or in local authority car parks, but most car park operators will provide spaces for them. There are designated disabled spaces on all the Council's pay and display car parks and currently all blue badge holders can park for up to 3 hours free in marked disabled spaces or in any other available space. Payment is required for parking for more than 3 hours.
- 6.5 It is not unusual for blue badge holders to have to pay for parking in Council controlled car parks, privately operated car parks or NHS car parks. Locally St Helens Council charge blue badge holders to park and Wrexham Council has recently voted to introduce charges for the use of its car parks by Blue Badge holders.
- 6.6 The principle behind the blue badge scheme is that it is all about the provision of good accessibility, not affordability, for users. All of the Council's pay and display car parks provide good access to the town centre shopping and services for customers with mobility issues. As such I believe that in looking to introduce a consistent charging regime across all our town centre car parks that all users should be subject of the new charges.
- 6.7 The advantage of aligning the car park charges across all car parks is that the charges are then consistent and easily understandable whereby the public user is not confused by the fact that different tariffs exist for different car parks. The introduction of the £1.00 for 3 hours initiative will also send a clear message to the West Lancashire community and beyond that we are looking to provide inexpensive quality parking in support of the town centre business community.
- 6.8 Alongside the introduction of the new parking charges we would undertake a major marketing campaign to support the proposals.
- 6.9 As part of the Council's commitment to ensure good access to our town centre for all, we will review the design of each car park to ensure that all disabled bays are located in the most accessible part of the car parks and continue to meet the guide lines for the number of spaces provided.
- 6.10 There are currently eighteen parking ticket machines located on the pay and display car parks and these machines are due to be replaced shortly. The machines will be the latest generation of ticket machines with additional functionality to help users and businesses.
- 6.11 The programmed installation of the new pay and display ticket machines will also provide additional further opportunities for promoting the town centre retail offer and providing a further conduit for working

with the business community in providing vouchers and promoting other offers.

- 6.12 In conclusion, whilst car parking charges are primarily levied to encourage people to consider accessing town centres via means other than the car e.g. walking, cycling or public transport, that aim needs to be counterbalanced by the need to safeguard the vitality and viability of town centres. Car parking charges and operations do need to move with the times to reflect changes within the retail and visitor offers of town centres. The proposals contained within this report will in my view go some way to help achieve both objectives.
- 6.13 The Council is required to make an Order under the Road Traffic Regulations 1984 and the Traffic Management Act 2004 to bring the proposed changes into effect which incorporates a formal public notification of the proposals. Responses to that notification therefore need to be considered and determined accordingly and as such a relevant delegation is sought to enable this process to be undertaken and subsequent action taken on the proposals, as appropriate.

## **7.0 SUSTAINABILITY IMPLICATIONS**

- 7.1 Efficient off-street parking management enables the Council to provide cost effective parking to users to the benefit of both the community and businesses alike. It also contributes to wider town centre traffic management operations by providing adequate parking spaces and controlling turnover of such spaces using parking time restrictions as appropriate. No significant effects upon crime and disorder arise from the proposals.
- 7.2 Fewer machine receipts will be issued thereby reducing the impact upon the environment and less cash collections and engineer call outs should reduce the carbon footprint.

## **8.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 8.1 The introduction of the proposals will reduce the number of over vends and the issue of Penalty Charge Notices (PCN) with a resulting detrimental effect on revenues associated with the car parks.
- 8.2 Due to the nature of the proposals, it is difficult to provide any exact figures in relation to the impact on car parking revenue of the taking forward the proposed changes to car parking charges. I anticipate however that the introduction of a £1 for 3 hours parking charge and a harmonisation of charging across all of the Council's town centre car parks will lead to an increase in revenue from the Park Road and Hants Lane car parks and no significant impact on car parking revenue for the remaining town centre car parks.
- 8.3 On balance, I consider that the increase in revenue from ticket sales set out in 8.2 will counterbalance the loss of revenue set out in 8.1 from



a reduction in PCN's and over vends and consequently that the proposals set out in my recommendation will be cost neutral. Overall car parking revenue would however be closely monitored.

## **9.0 RISK ASSESSMENT**

- 9.1 Car parking revenue is important in order to provide the funds required to maintain the car parks to a high standard and to facilitate maintenance and/or replacement of essential infrastructure such as lighting and ticket machines. A report will be submitted to Council should the introduction of the new pay and display charges on the Ormskirk Town Centre car parks have a significant adverse impact on car parking revenue.

---

---

### **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 1 to this report, the results of which have been taken into account in the Recommendations contained within this report

### **Appendices**

1. Equality Impact Assessment



# Equality Impact Assessment Form



<b>Directorate: Development and Regeneration</b>		<b>Service: Technical Services</b>	
<b>Completed by: Colin Brady</b>		<b>Date: 10 February 2018</b>	
<b>Subject Title: Review of Pay and Display Parking and Charges</b>			
<b>1. DESCRIPTION</b>			
Is a policy or strategy being produced or revised:	Yes		
Is a service being designed, redesigned or cutback:	No		
Is a commissioning plan or contract specification being developed:	Yes		
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:	Review of Ormskirk Town Centre Pay and Display Parking and Charges		
<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)?	Visitors / customers who are looking to park in the Ormskirk town centre pay and display car parks and annual parking permit holders who are employed by businesses in the town centre.		
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)?	No		

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	No No Yes No No No No No No 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?	Visitors / customers to Ormskirk town centre / retail premises and town centre workers wishing to park in the town centre pay and display car parks.
What will the impact of the work being carried out be on usage/the stakeholders?	Users of the car parks will now have a reduced fee for parking for up to three hours. All users will be now required to pay for parking and car parking charges will be amended on some car parks to bring them in line with one another making them consistent across the town centre, thereby making it much easier for customers to understand.
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?	No relevant collated data in relation to this question, however, see below with respect to further data / consultation.
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?	Inspections of existing car park usage, discussions with town centre business representatives and other interested stakeholders.
If any further data/consultation is needed and is to be gathered, please specify:	In order to bring about changes to the existing car parking payment tariffs the draft Traffic Regulation Order will need to be advertised for a public consultation period of 21 days. Appropriate representations can be made to the Council during this period.
<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	Blue badge holders will no longer be able to park free of charge for up to a maximum of three hours on the Council's pay and display

impact)?	car parks between the hours of 08.30 – 17.30, Monday to Saturday inclusive.
<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.).	The purpose of the blue badge scheme is to allow on-street parking in convenient locations which thereby permits blue badge holders to park on the public highway making their final destinations more easily accessible, rather than it be a discount on-street /off-street parking scheme. Where charges are levied for the use of car parks then the cost of providing the off-street parking provision should be paid for by all those who use it.
What actions do you plan to take to address any other issues above?	No actions
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	As part of the further development of the proposals Officers will continue to monitor usage of the car parks to identify any potential issues which could arise out of the implementation of the report recommendations.





COUNCIL: 28 February 2018

---

**Report of: Borough Treasurer**

**Contact for further information: Marc Taylor (Extn. 5092)**  
**(E-mail: [Marc.Taylor@westlancs.gov.uk](mailto:Marc.Taylor@westlancs.gov.uk))**

---

**SUBJECT: BUDGET REQUIREMENT 2018/19**

---

Wards affected: Borough Wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To enable the Council to set its budget for the next financial year.

## **2.0 RECOMMENDATIONS**

2.1 That the General Revenue Account (GRA) budget be approved based on the proposals to be presented at the Council meeting.

2.2 That the GRA Reserves Policy set out in Appendix A to this report be approved.

2.3 That delegated authority be given to the Chief Executive and Heads of Service to take all necessary action to implement the changes resulting from the budget proposals.

---

## **3.0 BACKGROUND**

3.1 The Council is required to set a budget and determine its council tax before the start of each financial year in accordance with statutory requirements and proper accounting practices.

3.2 The draft budget position was considered by Cabinet at its meeting of 9<sup>th</sup> January. The Executive Overview and Scrutiny Committee also considered this position at its meeting of 25<sup>th</sup> January but did not agree any comments on the budget.

- 3.3 The Portfolio Holder for Finance has been given delegated authority to submit proposals to Council at its meeting on 28<sup>th</sup> February to enable the budget to be set. This meeting will provide all Members with the opportunity to debate and agree the budget.

#### **4.0 CURRENT YEAR BUDGET MONITORING**

- 4.1 The GRA budget approved by Council for the 2017-18 financial year provided for net expenditure of £12.927m. Throughout the year Heads of Service and their staff have been monitoring and controlling their expenditure and income against their approved budgets, and financial reports have been made to Members on performance.
- 4.2 The Policy Options report to October Council projected an overall favourable variance of £90,000 or 0.7% of the budget at the mid year stage. The size of this variance is considerably less than in previous years and reflects the budget streamlining process that has been adopted of building any permanent ongoing savings that are identified into the base budget. The latest third quarter monitoring figures show an improvement of £85,000, and now forecast an updated favourable variance of £175,000 or 1.4% of the budget. These projections have been calculated on a prudent basis, and consequently should be achieved. Members can consider whether they wish to use this favourable variance as part of the budget setting process.

#### **5.0 RESERVES AND BALANCES**

- 5.1 In accordance with statutory regulations and CIPFA guidance the levels of balances and reserves have been reviewed during the budget process to ensure that they are currently sufficient and that they will remain adequate over the medium term.
- 5.2 The Council is facing a very difficult medium term financial position, as are all local authorities, primarily as a result of reductions in government grants and other external funding. However prudent financial management means that the Council currently has an adequate level of reserves and balances. The majority of these reserves are earmarked for specific purposes and consequently are not available to support new or additional spending. It is expected that the overall level of reserves and balances will reduce over the next few years as a result of the difficult financial climate and as funds are invested in approved schemes and projects. Details on the purpose and level of reserves and balances are shown in the proposed GRA Reserves Policy in Appendix A.
- 5.3 There is currently £1.581m in the Budget and Efficiency Savings Reserves, which is available to support the overall budget position, and which can be used to deal with the financial challenges facing the Council. Members can consider using this reserve to assist in achieving a balanced position for next year's budget.
- 5.4 It is proposed that the Policy Options Reserve be renamed the Policy Options / Sustainable Organisation Review (SOR) reserve to reflect this new initiative which is the subject of a separate report elsewhere on the agenda. It is also proposed that the level of this reserve is topped up to £0.5m from funds that are no longer required for their original purpose to ensure there is sufficient resources in place to commence this review.



## **6.0 BUDGET POSITION FOR 2018-19**

- 6.1 The Medium Term Financial Forecast projected that there would be a budget gap of £1.925m for 2018-19 in terms of the difference between the spending required to maintain agreed service levels and the resources that were expected to be available. Through a series of policy option and other reports, measures to save £0.954m have now been agreed through generating additional income, reducing costs, delivering efficiencies, and other initiatives. When the further impact of the Local Government Finance Settlement, higher than expected pay award and other factors are taken into account this then leaves a remaining budget gap of £0.914m.
- 6.2 Draft estimates have been prepared for next year that set out a provisional budget for the Council covering all areas of expenditure and income. Details on these estimates are included in Appendix B, which I have reviewed to ensure that they are robust for the purposes of the budget calculation in accordance with statutory requirements and accounting codes of practice. The draft estimates have been prepared to include the increases in the base budget required to roll forward agreed service levels, covering a range of standard factors such as pay inflation, contractual increments, contract inflation, and changes in recharges. These estimates also include the impact of previously agreed policy options.
- 6.3 The draft budget includes an allowance of £125,000 to fund new budget issues and to deal with spending and income pressures. However the final value of budget issues will depend on the proposals agreed by Members at the Council meeting. If the value of these budget issues exceeds the £125,000 provision it will increase the scale of the budget gap. Conversely if the value of budget issues is below the £125,000 provision it will reduce the amount of the budget gap.

## **7.0 COUNCIL TAX**

- 7.1 Statutory regulations require that a council tax base figure is calculated each year that reflects the amount of income that can be raised through the council tax. The tax base has increased this year from 34,390.20 to 34,827.87 (expressed in number of Band D equivalent properties), which represents an increase of 1.3%, mainly as a result of new homes being built in the Borough.
- 7.2 The Council agreed its local Council Tax Support (CTS) scheme in December 2012, and this scheme has been in operation since that time. The main feature of this scheme is that it calculates CTS in line with the Benefit system but then applies a percentage reduction of 22% for claimants of working age, which was designed to reflect the reduction in government funding for CTS. Full details on the scheme can be found on the Council's website using the following link:
- <http://www.westlancs.gov.uk/bills-benefits/benefits/council-tax-support.aspx>
- 7.3 The CTS scheme complies with statutory requirements and operates in an effective manner, and consequently no revisions are proposed to this scheme for the next financial year. Any values in the scheme will though be updated to reflect changes in national benefit figures in line with our standard practices.

- 7.4 The Medium Term Financial Forecast, and the residual budget gap, were based on an assumed increase in the Band D council tax of £5, which represents a 2.61% increase. This was the maximum increase allowed for 2017/18 without requiring a referendum. In the Local Government Finance Settlement it was announced that these rules would be changed to allow district councils to increase their council tax by up to 2.99% in 2018-19 before requiring a referendum. A 2.99% rise in the tax level would generate an extra £25,000 income compared to a 2.61% rise. Members will need to determine what council tax increase to approve at the Council meeting.

## **8.0 MEDIUM TERM BUDGET PROSPECTS**

- 8.1 A full review of the Medium Term Financial Forecast is currently underway and should be completed in March. The clear message on the GRA's medium term position though is that it will continue to be challenging over the next few years, and further significant savings and additional income will need to be realised.
- 8.2 It is anticipated that a considerable level of one off funding will need to be used to balance up the budget for 2018-19. This funding will not be available in 2019-20 and consequently means that the scale of the budget gap for that year will be higher than in previous projections. The Council currently has a healthy level of reserves and balances and these funds can be used to support the budget position in the short term. However it is important that a medium term plan is put in place to address the Council's financial challenges, and this is the subject of the Sustainable Organisation Review report elsewhere on the agenda.

## **9.0 BUDGET APPROVAL**

- 9.1 The Portfolio Holder for Finance has been given delegated authority to submit proposals for consideration at the Council meeting to enable the budget to be determined, and it is anticipated that a set of budget papers will be circulated at the meeting to enable this to be achieved.

## **10.0 SUSTAINABILITY IMPLICATIONS**

- 10.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

## **11.0 RISK ASSESSMENT**

- 11.1 The formal consideration and reporting of the budget estimates is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. This process is resource intensive for both Members and Officers but ensures that a robust and achievable budget is set.
- 11.2 The challenging financial position facing local authorities has been evaluated and assessed as being a key risk, and consequently is included on the Council's key risk register.

### **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 direct impact on members of the public, employees, elected members and / or stakeholders is dependent on the proposals to be put forward at the Council meeting. Therefore no Equality Impact Assessment has been produced at this time. However, an Assessment will be produced and made available at the Council meeting if required.

### **Appendices**

Appendix A – GRA Reserves Policy

Appendix B – Draft General Revenue Account Estimates



## APPENDIX A - GRA RESERVES POLICY

---

### 1. Reserves Protocol

- 1.1 For each reserve held by the Council there must be a clear protocol setting out:
  - The reason for and purpose of the reserve;
  - How and when the reserve can be used;
  - Procedures for the reserve's management and control; and
  - A process and timescale for review of the reserve to ensure continuing relevance and adequacy.
- 1.2 Details for each GRA reserve held by the Council are set out below. Each reserve is managed and controlled by a Head of Service. The responsible officer can authorise amounts of up to £10,000 to be taken from a reserve provided that its use is in line with the stated purpose of the reserve.
- 1.3 In addition the responsible officer must also consult with the Portfolio Holder for Finance and other relevant portfolio holder(s) before authorising uses from reserves in excess of £10,000. In the case of the Sustainable Organisational Review, consultation should take place with the relevant Cabinet Working Group.
- 1.4 Reserves are reviewed and updated as part of the annual budget preparation and as part of the closure of accounts process to ensure that they continue to be required and are adequate in size. Earmarked reserves represent money that has been set aside for a clearly defined purpose, and which is available to meet future expenditure in that area. Balances represent unallocated funds which have not been earmarked and consequently are available to support any service area.
- 1.5 The values shown below for each reserve reflect their current position. The process for closing down the accounts at the year end will allow for any outstanding in year commitments and contributions to be taken into account.
- 1.6 The challenging medium term financial position facing the Council means that the level of reserves and balances is likely to reduce over time. The underlying level of reserves however is adequate and reflects the Council's stable financial position.

Description	Purpose	How and When Used	Responsible Officer(s)	Value £000
<b>Balances</b>				
CORE BALANCES	Balances held to help cushion the impact of uneven cash flows and to avoid unnecessary temporary borrowing	Core balances will typically not change in year and should be maintained at a minimum level of 5% of the budget requirement	Borough Treasurer	690
CONTINGENCY BALANCES	Balances held to cushion the impact of unexpected events or emergencies	Used if required as a general contingency with an expectation that it will be maintained at a minimum level of 2% of budget	Borough Treasurer	270
<b>Corporate Reserves</b>				
MAJOR PROJECTS	Funds set aside to cover the costs of major corporate initiatives and projects	Used to meet the costs of specific initiatives agreed through Council and Cabinet	Borough Treasurer	988
POLICY OPTIONS / SUSTAINABLE ORGANISATIONAL REVIEW	To support the development and implementation of the Policy Options and Sustainable Organisational Review processes	Funding to implement proposals, including additional unexpected costs, project resourcing, delays in implementation etc.	Borough Treasurer	500
CAPITAL	To hold revenue funds that will be used to support capital projects	Used to meet the costs of specific capital schemes agreed through Council and Cabinet	Borough Treasurer	263
BENEFITS / COUNCIL TAX SUPPORT EQUALISATION	To assist in managing and controlling benefits / council tax support costs which are demand led areas outside of the direct control of the Council	Used to smooth out variations in benefits spending and council tax support against budget. Its level is maintained at a minimum of 1% of the expenditure budget	Borough Treasurer	273
BUSINESS RATE INCOME EQUALISATION	To assist in managing and controlling business rate income which is not within the direct control of the Council	Used to smooth out variations in business rate income over a medium term time scale	Borough Treasurer	706
PLANNING INCOME EQUALISATION	To assist in managing and controlling planning income which is not within the direct control of the Council	Used to smooth out variations in planning income over a medium term time scale	Borough Treasurer	140
RESTRUCTURING	This reserve is used to meet one off staff exit costs from redundancies and early retirements as part of restructuring initiatives	Used following approval of redundancies in accordance with Council policy	Borough Treasurer	844
BUDGET AND EFFICIENCY SAVINGS	This reserve is available to support the overall budget position	Used to deal with the financial challenges facing the Council as set out in the medium term financial forecast	Borough Treasurer	1,581
STRATEGIC INVESTMENT	This reserve is available to support Economic Regeneration initiatives and the Leisure Strategy	Used to meet the costs of specific initiatives agreed through Council and Cabinet	Borough Treasurer	1,782

Description	Purpose	How and When Used	Responsible Officer(s)	Value £000
<b>Insurance Reserve</b>				
INSURANCE RESERVE	Funds held to meet the Council's self-insured liabilities where this is a more cost effective method of insuring than using an external company.	Costs are incurred when insurance claims are settled and funding is provided by individual Council services. The level of the reserve is determined through actuarial reviews	Borough Treasurer	2,131
<b>Specific Grant Reserves</b>				
BENEFITS / COUNCIL TAX SUPPORT INITIATIVES	Fund used to store Benefits Initiatives Grants received from the Government in previous financial years	Used to maintain and improve performance, implement changes in regulations, and deliver service improvements	Director of Housing and Inclusion	50
<b>Repairs and Renewals</b>				
CRA PORTFOLIO – REPAIRS AND RENEWALS FUND	Fund used to meet the costs of building and other issues on the Community Related Assets Portfolio	Available for programmed maintenance and response repairs, new investment, and to provide general support for the CRA portfolio. Annual contribution made from revenue budget	Director of Development & Regeneration	218
SOLAR PV FUND	To fund the replacement of Solar PV equipment located on Council houses	Annual contribution made to reserve from within revenue budget. To be used to fund repairs and renewals	Director of Housing & Inclusion	63
PAY & DISPLAY MACHINE REPLACEMENT FUND	To part fund the replacement of the pay & display machines located on the Council car parks	Annual contribution made to reserve from within revenue budget. To be used to part fund replacement of all machines	Director of Development & Regeneration	68
<b>Ring Fenced Reserves</b>				
HOME CARE LINK	Funding generated from surpluses on Home Care Link activities which is operated as a trading account	Available to meet costs and initiatives within this trading account area. Its level reflects accumulated surpluses	Director of Housing and Inclusion	8
INDUSTRIAL PORTFOLIO FUND	Funding generated from surpluses on the Langtree Estate that is ring fenced for certain regeneration purposes	Available to meet initiatives within this ring fenced area. Its level reflects accumulated surpluses	Director of Development & Regeneration	601
INVESTMENT CENTRE	Funding generated from surpluses on the Investment Centre that is ring fenced for social enterprise purposes	Available to meet initiatives within this ring fenced area and to provide general support to the trading account position. Its level reflects accumulated surpluses	Director of Development & Regeneration	256
COMMUNITY INFRASTRUCTURE LEVY	Funding generated from CIL monies and which must be spent in line with the CIL framework	Uses of this reserve are agreed through reports to Cabinet	Director of Development & Regeneration	594





***GENERAL REVENUE ACCOUNT  
ESTIMATES***

***BUDGET 2018/2019***

**TABLE 1**

<b>WEST LANCASHIRE BOROUGH COUNCIL GENERAL REVENUE ACCOUNT ESTIMATES</b>		
<b>NET EXPENDITURE BUDGETS</b>	<b>2017/2018 BUDGET £</b>	<b>2018/2019 BUDGET £</b>
<b>SERVICE BUDGETS</b>		
Leisure and Environment	8,519,040	9,683,260
Housing and Inclusion	2,090,524	2,002,680
Development and Regeneration	1,139,670	932,740
Legal and Democratic Services	936,800	1,058,080
Finance and Human Resources	1,476,680	1,525,590
General and Unallocated Items	-138,107	-281,940
<b>NON SERVICE ITEMS</b>		
Treasury Management	-12,530	-20,140
Capital Charges	-1,327,070	-1,472,210
Minimum Revenue Provision	261,550	182,550
Transfer from Balances / Reserves	-19,390	-87,470
<b>Budget Requirement</b>	<b>12,927,167</b>	<b>13,523,140</b>
<b>FUNDED BY</b>		
General Government Grants	-2,601,078	-1,605,273
Business Rates Income and Grants	-3,614,780	-4,012,879
Council Tax Surplus	-116,644	-138,256
Council Tax Requirement	-6,594,665	-6,852,732
<b>Budget Requirement</b>	<b>12,927,167</b>	<b>12,609,140</b>

NOTE – The estimates for 2018-19 currently show a budget gap of £914,000.

# LEISURE AND ENVIRONMENT

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
<b>ENVIRONMENTAL HEALTH</b>						
Health Management	226,980	41,440	-600	<b>267,820</b>	-192,870	<b>74,950</b>
Food Safety	0	7,770	0	<b>7,770</b>	153,170	<b>160,940</b>
Health & Safety	167,230	14,030	-570	<b>180,690</b>	-62,320	<b>118,370</b>
Pollution Control	182,350	19,170	-13,690	<b>187,830</b>	54,940	<b>242,770</b>
Licensing	103,650	28,670	-230,930	<b>-98,610</b>	80,930	<b>-17,680</b>
Dog Control	0	0	0	<b>0</b>	0	<b>0</b>
Pest Control	60,090	30,420	-61,000	<b>29,510</b>	43,820	<b>73,330</b>
Disclosure & Barring Service	0	10,800	-10,800	<b>0</b>	180	<b>180</b>
Public Health	107,210	69,630	-2,500	<b>174,340</b>	34,480	<b>208,820</b>
<b>Sub total</b>	<b>847,510</b>	<b>221,930</b>	<b>-320,090</b>	<b>749,350</b>	<b>112,330</b>	<b>861,680</b>
<b>STREET SCENE</b>						
Depot	82,480	83,850	0	<b>166,330</b>	-166,330	<b>0</b>
Depot Support Services	363,260	45,400	0	<b>408,660</b>	-406,140	<b>2,520</b>
Transport Section	42,140	1,977,890	0	<b>2,020,030</b>	-2,019,850	<b>180</b>
Street Cleansing	955,950	2,051,640	-22,400	<b>2,985,190</b>	-1,557,490	<b>1,427,700</b>
Refuse & Green Waste Collection	1,403,160	3,019,740	-1,182,260	<b>3,240,640</b>	-1,372,570	<b>1,868,070</b>
Recycling	703,580	468,210	0	<b>1,171,790</b>	269,480	<b>1,441,270</b>
Environmental Officers	259,090	36,360	0	<b>295,450</b>	-295,450	<b>0</b>
Formal Parks Client A/c	0	99,660	-850	<b>98,810</b>	7,410	<b>106,220</b>
Public Open Spaces Client A/c	0	178,020	-260	<b>177,760</b>	223,980	<b>401,740</b>
Landscape Maintenance	0	833,350	0	<b>833,350</b>	-587,350	<b>246,000</b>
Cemeteries Client A/c	0	16,310	-6,250	<b>10,060</b>	2,340	<b>12,400</b>
CRA Landscape Maint. Client	0	193,010	0	<b>193,010</b>	4,810	<b>197,820</b>
Grounds Maint. Trading A/c	522,070	593,090	0	<b>1,115,160</b>	-1,127,360	<b>-12,200</b>
<b>Sub Total</b>	<b>4,331,730</b>	<b>9,596,530</b>	<b>-1,212,020</b>	<b>12,716,240</b>	<b>-7,024,520</b>	<b>5,691,720</b>

# LEISURE AND ENVIRONMENT

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2017/2018</b>						
<b>ENVIRONMENTAL HEALTH</b>						
Health Management	343,020	41,640	-600	<b>384,060</b>	-316,910	<b>67,150</b>
Food Safety	0	7,770	0	<b>7,770</b>	52,470	<b>60,240</b>
Health & Safety	174,080	14,820	-570	<b>188,330</b>	-101,140	<b>87,190</b>
Pollution Control	180,320	25,810	-13,640	<b>192,490</b>	73,320	<b>265,810</b>
Licensing	103,330	26,320	-230,200	<b>-100,550</b>	88,340	<b>-12,210</b>
Dog Control	0	0	0	<b>0</b>	1,580	<b>1,580</b>
Pest Control	67,910	29,740	-61,000	<b>36,650</b>	34,920	<b>71,570</b>
Disclosure & Barring Service	0	10,800	-10,800	<b>0</b>	100	<b>100</b>
Public Health	105,920	73,820	-2,500	<b>177,240</b>	23,040	<b>200,280</b>
<b>Sub total</b>	<b>974,580</b>	<b>230,720</b>	<b>-319,310</b>	<b>885,990</b>	<b>-144,280</b>	<b>741,710</b>
<b>STREET SCENE</b>						
Depot	37,700	85,120	0	<b>122,820</b>	-122,820	<b>0</b>
Depot Support Services	346,110	45,240	0	<b>391,350</b>	-391,350	<b>0</b>
Transport Section	45,320	1,937,450	0	<b>1,982,770</b>	-1,982,770	<b>0</b>
Street Cleansing	994,620	1,979,630	-22,400	<b>2,951,850</b>	-1,575,420	<b>1,376,430</b>
Refuse & Green Waste Collection	1,423,010	2,419,020	-1,724,260	<b>2,117,770</b>	-875,670	<b>1,242,100</b>
Recycling	674,820	460,910	-199,000	<b>936,730</b>	255,330	<b>1,192,060</b>
Environmental Officers	224,880	36,000	0	<b>260,880</b>	-294,650	<b>-33,770</b>
Formal Parks Client A/c	1,060	96,290	-850	<b>96,500</b>	22,400	<b>118,900</b>
Public Open Spaces Client A/c	0	176,190	-260	<b>175,930</b>	220,640	<b>396,570</b>
Landscape Maintenance	0	827,230	0	<b>827,230</b>	-583,680	<b>243,550</b>
Cemeteries Client A/c	0	16,290	-6,250	<b>10,040</b>	2,340	<b>12,380</b>
CRA Landscape Maint. Client	0	192,090	0	<b>192,090</b>	2,860	<b>194,950</b>
Grounds Maint. Trading A/c	538,040	617,510	0	<b>1,155,550</b>	-1,161,260	<b>-5,710</b>
<b>Sub Total</b>	<b>4,285,560</b>	<b>8,888,970</b>	<b>-1,953,020</b>	<b>11,221,510</b>	<b>-6,484,050</b>	<b>4,737,460</b>

# LEISURE AND ENVIRONMENT

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
<b>LEISURE AND WELLBEING</b>						
Health & Wellbeing Strategy	154,100	190,090	-270,310	<b>73,880</b>	16,700	<b>90,580</b>
Employee Account	223,590	24,920	0	<b>248,510</b>	-270,860	<b>-22,350</b>
Golf Centre	0	2,070	0	<b>2,070</b>	36,850	<b>38,920</b>
Park Pool	0	350,370	0	<b>350,370</b>	139,030	<b>489,400</b>
Nye Bevan Pool	0	241,260	0	<b>241,260</b>	107,800	<b>349,060</b>
Burscough Sports Centre	0	57,880	0	<b>57,880</b>	90,900	<b>148,780</b>
North Meols Comm. Leis Centre	0	134,940	0	<b>134,940</b>	79,940	<b>214,880</b>
Leisure Trust Support	0	18,300	0	<b>18,300</b>	94,600	<b>112,900</b>
Civic Hall	0	1,040	-1,040	<b>0</b>	4,000	<b>4,000</b>
Community Letting Facilities	0	570	-480	<b>90</b>	57,950	<b>58,040</b>
Skelmersdale Comm. Centres	0	2,480	-1,570	<b>910</b>	151,040	<b>151,950</b>
Sports Development Prog.	10,830	5,330	0	<b>16,160</b>	70,220	<b>86,380</b>
Playgrounds Client A/c	0	95,190	0	<b>95,190</b>	91,560	<b>186,750</b>
Countryside Sites Client A/c	0	6,770	-4,000	<b>2,770</b>	0	<b>2,770</b>
Countryside Recreation	97,120	145,990	-6,340	<b>236,770</b>	135,180	<b>371,950</b>
Sports Fields Client A/c	5,840	140,970	-27,990	<b>118,820</b>	102,940	<b>221,760</b>
Parks	29,550	16,090	-4,680	<b>40,960</b>	1,740	<b>42,700</b>
<b>Sub total</b>	<b>521,030</b>	<b>1,434,260</b>	<b>-316,410</b>	<b>1,638,880</b>	<b>909,590</b>	<b>2,548,470</b>
<b>COMMUNITY SAFETY</b>						
Community Support Officers	0	88,000	0	<b>88,000</b>	0	<b>88,000</b>
Community Safety	38,660	26,450	-10,000	<b>55,110</b>	82,310	<b>137,420</b>
CCTV Running Costs	0	278,810	0	<b>278,810</b>	74,680	<b>353,490</b>
Crime & Disorder General	70,470	6,270	0	<b>76,740</b>	-76,730	<b>10</b>
<b>Sub total</b>	<b>109,130</b>	<b>399,530</b>	<b>-10,000</b>	<b>498,660</b>	<b>80,260</b>	<b>578,920</b>
<b>HEALTH &amp; SAFETY</b>						
Health & Safety	89,130	8,800	0	<b>97,930</b>	-95,460	<b>2,470</b>
<b>Sub total</b>	<b>89,130</b>	<b>8,800</b>	<b>0</b>	<b>97,930</b>	<b>-95,460</b>	<b>2,470</b>
<b>Service Total</b>	<b>5,898,530</b>	<b>11,661,050</b>	<b>-1,858,520</b>	<b>15,701,060</b>	<b>-6,017,800</b>	<b>9,683,260</b>

# LEISURE AND ENVIRONMENT

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2017/2018</b>						
<b>LEISURE AND WELLBEING</b>						
Health & Wellbeing Strategy	72,930	5,960	-500	<b>78,390</b>	15,710	<b>94,100</b>
Employee Account	277,910	29,020	0	<b>306,930</b>	-300,760	<b>6,170</b>
Golf Centre	0	2,170	0	<b>2,170</b>	42,230	<b>44,400</b>
Park Pool	0	407,550	0	<b>407,550</b>	125,960	<b>533,510</b>
Nye Bevan Pool	0	267,560	0	<b>267,560</b>	94,740	<b>362,300</b>
Burscough Sports Centre	0	48,950	0	<b>48,950</b>	77,890	<b>126,840</b>
North Meols Comm. Leis Centre	0	158,070	0	<b>158,070</b>	67,270	<b>225,340</b>
Leisure Trust Support	0	15,500	0	<b>15,500</b>	69,920	<b>85,420</b>
Civic Hall	0	2,530	-2,530	<b>0</b>	10,410	<b>10,410</b>
Community Letting Facilities	0	920	-890	<b>30</b>	82,770	<b>82,800</b>
Skelmersdale Comm. Centres	0	4,340	-3,400	<b>940</b>	74,570	<b>75,510</b>
Sports Development Prog.	10,710	4,420	0	<b>15,130</b>	25,110	<b>40,240</b>
Playgrounds Client A/c	0	94,320	0	<b>94,320</b>	97,660	<b>191,980</b>
Countryside Sites Client A/c	0	77,520	-4,000	<b>73,520</b>	22,100	<b>95,620</b>
Countryside Recreation	95,900	89,110	-6,340	<b>178,670</b>	50,770	<b>229,440</b>
Sports Fields Client A/c	5,960	153,080	-27,990	<b>131,050</b>	91,960	<b>223,010</b>
Parks	29,100	15,170	-4,680	<b>39,590</b>	1,300	<b>40,890</b>
<b>Sub total</b>	<b>492,510</b>	<b>1,376,190</b>	<b>-50,330</b>	<b>1,818,370</b>	<b>649,610</b>	<b>2,467,980</b>
<b>COMMUNITY SAFETY</b>						
Community Support Officers	0	88,000	0	<b>88,000</b>	0	<b>88,000</b>
Community Safety	37,150	26,440	-10,000	<b>53,590</b>	83,230	<b>136,820</b>
CCTV Running Costs	0	280,610	0	<b>280,610</b>	70,820	<b>351,430</b>
Crime & Disorder General	68,570	4,090	0	<b>72,660</b>	-72,660	<b>0</b>
<b>Sub total</b>	<b>105,720</b>	<b>399,140</b>	<b>-10,000</b>	<b>494,860</b>	<b>81,390</b>	<b>576,250</b>
<b>HEALTH &amp; SAFETY</b>						
Health & Safety	88,480	10,050	0	<b>98,530</b>	-102,890	<b>-4,360</b>
<b>Sub total</b>	<b>88,480</b>	<b>10,050</b>	<b>0</b>	<b>98,530</b>	<b>-102,890</b>	<b>-4,360</b>
<b>Service Total</b>	<b>5,946,850</b>	<b>10,905,070</b>	<b>-2,332,660</b>	<b>14,519,260</b>	<b>-6,000,220</b>	<b>8,519,040</b>

# HOUSING AND INCLUSION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
<b>HOUSING &amp; INCLUSION</b>						
Partnership & Performance	71,900	12,140	0	<b>84,040</b>	-87,370	<b>-3,330</b>
Community Grants	0	168,050	0	<b>168,050</b>	16,150	<b>184,200</b>
Customer Experience	539,520	48,610	0	<b>588,130</b>	-589,840	<b>-1,710</b>
Revenues, Benefits & ICT	2,552,700	4,418,730	-4,188,980	<b>2,782,450</b>	-2,233,200	<b>549,250</b>
Housing Benefits	0	27,730,740	-28,092,620	<b>-361,880</b>	1,310,400	<b>948,520</b>
<b>Sub total</b>	<b>3,164,120</b>	<b>32,378,270</b>	<b>-32,281,600</b>	<b>3,260,790</b>	<b>-1,583,860</b>	<b>1,676,930</b>
<b>PROPERTY MAINTENANCE</b>						
Property Services	291,390	727,800	-295,060	<b>724,130</b>	-804,260	<b>-80,130</b>
Bus/Rail Interchange	0	28,760	-27,000	<b>1,760</b>	8,290	<b>10,050</b>
Public Conveniences	35,210	33,720	0	<b>68,930</b>	11,590	<b>80,520</b>
War Memorial/Clocks/Sculptures	0	11,730	0	<b>11,730</b>	0	<b>11,730</b>
<b>Sub total</b>	<b>326,600</b>	<b>802,010</b>	<b>-322,060</b>	<b>806,550</b>	<b>-784,380</b>	<b>22,170</b>
<b>PRIVATE SECTOR HOUSING</b>						
Housing Management	77,660	14,150	0	<b>91,810</b>	-91,810	<b>0</b>
Housing Advice	67,200	12,270	0	<b>79,470</b>	85,140	<b>164,610</b>
Housing Renewal	113,760	33,950	-90,750	<b>56,960</b>	82,010	<b>138,970</b>
Housing Schemes	0	0	0	<b>0</b>	0	<b>0</b>
<b>Sub total</b>	<b>258,620</b>	<b>60,370</b>	<b>-90,750</b>	<b>228,240</b>	<b>75,340</b>	<b>303,580</b>
<b>HOME CARE LINK</b>						
Home Care Link	375,440	171,190	-513,440	<b>33,190</b>	-33,190	<b>0</b>
<b>Sub total</b>	<b>375,440</b>	<b>171,190</b>	<b>-513,440</b>	<b>33,190</b>	<b>-33,190</b>	<b>0</b>
<b>Service Total</b>	<b>4,124,780</b>	<b>33,411,840</b>	<b>-33,207,850</b>	<b>4,328,770</b>	<b>-2,326,090</b>	<b>2,002,680</b>

# HOUSING AND INCLUSION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2017/2018</b>						
<b>HOUSING &amp; INCLUSION</b>						
Partnership & Performance	71,150	11,810	0	<b>82,960</b>	-72,340	<b>10,620</b>
Community Grants	0	172,900	0	<b>172,900</b>	21,950	<b>194,850</b>
Customer Experience	651,770	54,690	-60	<b>706,400</b>	-699,130	<b>7,270</b>
Revenues, Benefits & ICT	2,501,740	4,286,800	-4,103,706	<b>2,684,834</b>	-2,152,460	<b>532,374</b>
Housing Benefits	0	29,607,820	-30,034,650	<b>-426,830</b>	1,279,560	<b>852,730</b>
<b>Sub Total</b>	<b>3,224,660</b>	<b>34,134,020</b>	<b>-34,138,416</b>	<b>3,220,264</b>	<b>-1,622,420</b>	<b>1,597,844</b>
<b>PROPERTY MAINTENANCE</b>						
Property Services	232,210	733,310	-286,760	<b>678,760</b>	-736,820	<b>-58,060</b>
Bus/Rail Interchange	0	28,030	-6,500	<b>21,530</b>	12,240	<b>33,770</b>
Public Conveniences	36,060	34,590	0	<b>70,650</b>	8,980	<b>79,630</b>
War Memorial/Clocks/Sculptures	0	11,810	0	<b>11,810</b>	0	<b>11,810</b>
<b>Sub total</b>	<b>268,270</b>	<b>807,740</b>	<b>-293,260</b>	<b>782,750</b>	<b>-715,600</b>	<b>67,150</b>
<b>PRIVATE SECTOR HOUSING</b>						
Housing Management	75,570	17,350	0	<b>92,920</b>	-101,300	<b>-8,380</b>
Housing Advice	66,490	13,510	0	<b>80,000</b>	109,690	<b>189,690</b>
Housing Renewal	113,100	35,690	-90,750	<b>58,040</b>	116,560	<b>174,600</b>
Housing Schemes	0	43,880	-43,880	<b>0</b>	0	<b>0</b>
<b>Sub total</b>	<b>255,160</b>	<b>110,430</b>	<b>-134,630</b>	<b>230,960</b>	<b>124,950</b>	<b>355,910</b>
<b>HOME CARE LINK</b>						
Home Care Link	379,670	157,000	-441,000	<b>95,670</b>	-26,050	<b>69,620</b>
<b>Sub total</b>	<b>379,670</b>	<b>157,000</b>	<b>-441,000</b>	<b>95,670</b>	<b>-26,050</b>	<b>69,620</b>
<b>Service Total</b>	<b>4,127,760</b>	<b>35,209,190</b>	<b>-35,007,306</b>	<b>4,329,644</b>	<b>-2,239,120</b>	<b>2,090,524</b>



# DEVELOPMENT & REGENERATION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
<b>PLANNING SERVICES</b>						
Management Admin & Support	342,490	40,100	-2,350	<b>380,240</b>	-380,220	<b>20</b>
Policy	251,770	75,500	-230,250	<b>97,020</b>	329,600	<b>426,620</b>
Heritage & Environment	159,760	16,910	-21,000	<b>155,670</b>	40,640	<b>196,310</b>
Development Control	596,560	103,570	-774,000	<b>-73,870</b>	546,050	<b>472,180</b>
Building Control	185,270	29,660	-154,610	<b>60,320</b>	61,060	<b>121,380</b>
<b>Sub Total</b>	<b>1,535,850</b>	<b>265,740</b>	<b>-1,182,210</b>	<b>619,380</b>	<b>597,130</b>	<b>1,216,510</b>
<b>TECHNICAL SERVICES</b>						
Technical Services						
Employees	207,490	14,810	-60	<b>222,240</b>	-222,250	<b>-10</b>
Town Centre Management	0	5,400	0	<b>5,400</b>	51,430	<b>56,830</b>
Bus Shelters	0	0	0	<b>0</b>	0	<b>0</b>
Car Parks	0	219,690	-636,980	<b>-417,290</b>	148,680	<b>-268,610</b>
Other Services	0	16,000	0	<b>16,000</b>	0	<b>16,000</b>
Festive Lighting	0	17,370	0	<b>17,370</b>	2,950	<b>20,320</b>
Shoreline Management	0	3,750	0	<b>3,750</b>	9,360	<b>13,110</b>
Street Nameplates, etc	0	20,000	0	<b>20,000</b>	18,130	<b>38,130</b>
Watercourses / Flooding	0	3,500	0	<b>3,500</b>	24,700	<b>28,200</b>
Methane Monitoring	0	37,000	0	<b>37,000</b>	21,890	<b>58,890</b>
Market Contribution	18,850	149,150	-255,380	<b>-87,380</b>	89,190	<b>1,810</b>
<b>Sub Total</b>	<b>226,340</b>	<b>486,670</b>	<b>-892,420</b>	<b>-179,410</b>	<b>144,080</b>	<b>-35,330</b>
<b>ARTS DEVELOPMENT</b>						
Chapel Gallery	82,810	53,730	-71,640	<b>64,900</b>	96,700	<b>161,600</b>
Cultural Services	79,690	20,230	-13,440	<b>86,480</b>	22,370	<b>108,850</b>
<b>Sub Total</b>	<b>162,500</b>	<b>73,960</b>	<b>-85,080</b>	<b>151,380</b>	<b>119,070</b>	<b>270,450</b>

# DEVELOPMENT & REGENERATION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£

## BUDGET 2017/2018

### PLANNING SERVICES

Management Admin & Support	323,620	35,960	-2,350	<b>357,230</b>	-357,290	<b>-60</b>
Policy	248,220	75,670	-230,250	<b>93,640</b>	345,350	<b>438,990</b>
Heritage & Environment	158,950	20,450	-21,000	<b>158,400</b>	41,280	<b>199,680</b>
Development Control	580,460	105,030	-774,000	<b>-88,510</b>	526,280	<b>437,770</b>
Building Control	178,090	30,380	-154,610	<b>53,860</b>	97,940	<b>151,800</b>
<b>Sub Total</b>	<b>1,489,340</b>	<b>267,490</b>	<b>-1,182,210</b>	<b>574,620</b>	<b>653,560</b>	<b>1,228,180</b>

### TECHNICAL SERVICES

Technical Services	206,210	16,620	-60	<b>222,770</b>	-220,770	<b>2,000</b>
Employees						
Town Centre Management	0	6,400	0	<b>6,400</b>	47,830	<b>54,230</b>
Bus Shelters	0	310	0	<b>310</b>	0	<b>310</b>
Car Parks	0	217,220	-636,980	<b>-419,760</b>	130,530	<b>-289,230</b>
Other Services	0	15,000	0	<b>15,000</b>	0	<b>15,000</b>
Festive Lighting	0	17,370	0	<b>17,370</b>	2,910	<b>20,280</b>
Shoreline Management	0	3,750	0	<b>3,750</b>	12,090	<b>15,840</b>
Street Nameplates, etc	0	20,000	0	<b>20,000</b>	16,230	<b>36,230</b>
Watercourses / Flooding	0	3,500	0	<b>3,500</b>	26,490	<b>29,990</b>
Methane Monitoring	0	37,000	0	<b>37,000</b>	19,860	<b>56,860</b>
Market Contribution	18,530	156,930	-255,380	<b>-79,920</b>	75,390	<b>-4,530</b>
<b>Sub total</b>	<b>224,740</b>	<b>494,100</b>	<b>-892,420</b>	<b>-173,580</b>	<b>110,560</b>	<b>-63,020</b>

### ARTS DEVELOPMENT

Chapel Gallery	80,670	45,250	-65,640	<b>60,280</b>	253,540	<b>313,820</b>
Cultural Services	31,470	26,270	-12,440	<b>45,300</b>	98,060	<b>143,360</b>
<b>Sub Total</b>	<b>112,140</b>	<b>71,520</b>	<b>-78,080</b>	<b>105,580</b>	<b>351,600</b>	<b>457,180</b>

# DEVELOPMENT & REGENERATION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
<b>REGENERATION, ESTATES &amp; HOUSING</b>						
Management Support	96,640	6,360	0	<b>103,000</b>	-10,450	<b>92,550</b>
Economic Development Unit	215,660	133,900	0	<b>349,560</b>	-42,690	<b>306,870</b>
Estates	237,080	21,270	-11,000	<b>247,350</b>	-249,910	<b>-2,560</b>
Burscough Industrial Estate	0	1,000	-31,280	<b>-30,280</b>	-20	<b>-30,300</b>
Westgate Depot	0	7,940	-33,170	<b>-25,230</b>	2,700	<b>-22,530</b>
Green Hey Place	0	13,940	-62,610	<b>-48,670</b>	-2,470	<b>-51,140</b>
Burscough Old Stables	1,120	8,020	-10,000	<b>-860</b>	15,650	<b>14,790</b>
CRA Management	0	227,740	-1,123,590	<b>-895,850</b>	108,990	<b>-786,860</b>
Industrial Portfolio	0	235,370	-393,000	<b>-157,630</b>	157,630	<b>0</b>
Investment Centre	137,010	411,460	-575,500	<b>-27,030</b>	28,060	<b>1,030</b>
Estates Management	0	50,840	-249,650	<b>-198,810</b>	108,260	<b>-90,550</b>
Regeneration Projects Team	2,340	1,780	0	<b>4,120</b>	0	<b>4,120</b>
Housing Strategy	52,320	13,720	0	<b>66,040</b>	-20,350	<b>45,690</b>
<b>Sub total</b>	<b>742,170</b>	<b>1,133,340</b>	<b>-2,489,800</b>	<b>-614,290</b>	<b>95,400</b>	<b>-518,890</b>
<b>Service Total</b>	<b>2,666,860</b>	<b>1,959,710</b>	<b>-4,649,510</b>	<b>-22,940</b>	<b>955,680</b>	<b>932,740</b>

# DEVELOPMENT & REGENERATION

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£

## BUDGET 2017/2018

### REGENERATION, ESTATES & HOUSING

Management Support	95,360	7,120	0	<b>102,480</b>	-12,360	<b>90,120</b>
Economic Development Unit	270,320	255,480	0	<b>525,800</b>	-105,610	<b>420,190</b>
Estates	234,500	23,430	-11,000	<b>246,930</b>	-249,450	<b>-2,520</b>
Burscough Industrial Estate	0	1,000	-31,280	<b>-30,280</b>	-2,640	<b>-32,920</b>
Westgate Depot	0	9,650	-28,170	<b>-18,520</b>	700	<b>-17,820</b>
Green Hey Place	0	13,470	-57,610	<b>-44,140</b>	-3,470	<b>-47,610</b>
Burscough Old Stables	1,100	7,970	-5,000	<b>4,070</b>	14,650	<b>18,720</b>
CRA Management	0	200,050	-1,158,960	<b>-958,910</b>	83,930	<b>-874,980</b>
Industrial Portfolio	0	166,860	-323,660	<b>-156,800</b>	156,800	<b>0</b>
Investment Centre	135,560	411,930	-575,500	<b>-28,010</b>	28,010	<b>0</b>
Estates Management	0	48,470	-241,390	<b>-192,920</b>	108,110	<b>-84,810</b>
Regeneration Projects Team	2,260	1,780	0	<b>4,040</b>	0	<b>4,040</b>
Housing Strategy	51,780	13,880	0	<b>65,660</b>	-20,740	<b>44,920</b>
<b>Sub total</b>	<b>790,880</b>	<b>1,161,090</b>	<b>-2,432,570</b>	<b>-480,600</b>	<b>-2,070</b>	<b>-482,670</b>
<b>Service Total</b>	<b>2,617,100</b>	<b>1,994,200</b>	<b>-4,585,280</b>	<b>26,020</b>	<b>1,113,650</b>	<b>1,139,670</b>

# LEGAL & DEMOCRATIC

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
Legal & Member Services	893,850	58,940	-5,500	<b>947,290</b>	-948,100	<b>-810</b>
Democratic Representation	1,500	2,250	0	<b>3,750</b>	360,250	<b>364,000</b>
Civic Admin	5,820	356,340	0	<b>362,160</b>	-36,180	<b>325,980</b>
Civic Expenses	1,430	25,380	0	<b>26,810</b>	420	<b>27,230</b>
Civic Ceremonials	0	1,870	0	<b>1,870</b>	130	<b>2,000</b>
Land Charges	0	12,530	-70,790	<b>-58,260</b>	94,790	<b>36,530</b>
Procurement	56,450	3,260	0	<b>59,710</b>	-59,560	<b>150</b>
Administration Services	159,990	21,630	-10	<b>181,610</b>	-180,340	<b>1,270</b>
Elections	0	93,790	0	<b>93,790</b>	49,200	<b>142,990</b>
Register of Electors	3,690	68,940	-1,500	<b>71,130</b>	87,610	<b>158,740</b>
<b>Service Total</b>	<b>1,122,730</b>	<b>644,930</b>	<b>-77,800</b>	<b>1,689,860</b>	<b>-631,780</b>	<b>1,058,080</b>

## BUDGET 2017/2018

Legal & Member Services	877,750	68,410	-5,500	<b>940,660</b>	-969,970	<b>-29,310</b>
Democratic Representation	1,500	2,800	0	<b>4,300</b>	379,090	<b>383,390</b>
Civic Admin	6,280	355,530	0	<b>361,810</b>	-45,090	<b>316,720</b>
Civic Expenses	1,420	26,600	0	<b>28,020</b>	390	<b>28,410</b>
Civic Ceremonials	0	2,700	0	<b>2,700</b>	170	<b>2,870</b>
Land Charges	0	13,530	-70,790	<b>-57,260</b>	80,290	<b>23,030</b>
Procurement	56,280	3,300	0	<b>59,580</b>	-59,860	<b>-280</b>
Administration Services	157,700	22,620	-10	<b>180,310</b>	-179,120	<b>1,190</b>
Elections	0	2,100	0	<b>2,100</b>	46,740	<b>48,840</b>
Register of Electors	15,660	62,140	-1,500	<b>76,300</b>	85,640	<b>161,940</b>
<b>Service Total</b>	<b>1,116,590</b>	<b>559,730</b>	<b>-77,800</b>	<b>1,598,520</b>	<b>-661,720</b>	<b>936,800</b>

# FINANCE & HUMAN RESOURCES

	Employees	Running Expenses	External Income	Cash Total	Support Services & Capital Charges	Net Budget
	£	£	£	£	£	£
<b>BUDGET 2018/2019</b>						
Financial Services	644,870	35,050	-2,300	<b>677,620</b>	-677,550	<b>70</b>
Corporate and Democratic Core	0	82,750	0	<b>82,750</b>	485,820	<b>568,570</b>
Non Distributed Costs	899,350	1,500	0	<b>900,850</b>	0	<b>900,850</b>
Parish Councils	0	55,160	0	<b>55,160</b>	4,970	<b>60,130</b>
Human Resources and Payroll	259,380	94,930	0	<b>354,310</b>	-358,340	<b>-4,030</b>
<b>Service Total</b>	<b>1,803,600</b>	<b>269,390</b>	<b>-2,300</b>	<b>2,070,690</b>	<b>-545,100</b>	<b>1,525,590</b>

## BUDGET 2017/2018

Financial Services	641,100	36,680	-2,300	<b>675,480</b>	-672,940	<b>2,540</b>
Corporate and Democratic Core	0	82,640	0	<b>82,640</b>	490,160	<b>572,800</b>
Non Distributed Costs	865,410	1,500	0	<b>866,910</b>	0	<b>866,910</b>
Parish Councils	0	61,550	0	<b>61,550</b>	4,850	<b>66,400</b>
Human Resources and Payroll	261,620	92,110	0	<b>353,730</b>	-385,700	<b>-31,970</b>
<b>Service Total</b>	<b>1,768,130</b>	<b>274,480</b>	<b>-2,300</b>	<b>2,040,310</b>	<b>-563,630</b>	<b>1,476,680</b>



COUNCIL: 28 February 2018

---

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

**Contact for further information:** Mr P Blakey (Ext. 87292)  
(email: [peter.blakey@btlancashire.co.uk](mailto:peter.blakey@btlancashire.co.uk))

---

**SUBJECT: DETERMINATION OF COUNCIL TAX 2018/19**

---

Wards affected: Borough wide

## 1.0 PURPOSE OF THE REPORT

- 1.1 To set the Council Tax rate for each property band for the whole of the Borough Council's area, including the Council Tax rate as set by the County Council, the Police and Crime Commissioner for Lancashire, the Lancashire Combined Fire Authority, and the local Parish Council in parished areas.
- 1.2 To confirm the statutory resolutions that are required in order to set the Council Tax for 2018/2019.

## 2.0 RECOMMENDATIONS

- 2.1 That it be noted that on the 12 January 2018, the Borough Treasurer declared the Council Tax Base amounts set out in Appendix A for the financial year 2018/2019 in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012.

***Please note that the budget will be set at the Council meeting on 28 February. Consequently an updated version of this report, with the relevant budget figures included, will be circulated on the night of the Council meeting.***

- 2.2 That the Budget for the Council's own purposes for 2018/2019 (excluding parish precepts) be set at £x in accordance with the earlier Budget Requirement report.

2.3 That the following amounts be now calculated by the Council for the financial year 2018/2019 in accordance with the Local Government Finance Act 1992 (the Act):

- a) £x being the aggregate of the amounts, which the Council estimates for the items, set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- b) £x being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act
- c) £x being the amount by which the aggregate at 2.3(a) above exceeds the aggregate at 2.3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year.
- d) £x being the amount at 2.3(c) above divided by 34,827.87 (the Tax Base) calculated by the Council in accordance with Section 31(B) of the Act, as the basic amount of its Council Tax for 2018/2019.
- e) £x being the aggregate amount of all special items (i.e. Parish Precepts) referred to in Section 34(1) of the Act.
- f) £x being the amount at 2.3(d) above, less the result given by dividing the amount at 2.2(e) above by 34,827.87 (the Tax Base), calculated by the Council in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for 2018/2019 for dwellings in those parts of its area to which no special item relates.

g) Part of the Council's area:

	£. p
Aughton	x
Bickerstaffe	x
Bispham	x
Burscough	x
Dalton	x
Downholland	x
Great Altcar	x
Halsall	x
Hesketh with Beconsall	x
Hilldale	x
Lathom	x
Lathom South	x
Newburgh	x
North Meols	x
Parbold	x
Rufford	x
Scarisbrick	x
Simonswood	x
Tarleton	x
Up Holland	x
Wrightington	x

being the amounts given by adding to the amount at 2.3(f) above the amounts of the special item relating to dwellings in those parts of the



Council's area mentioned above divided in each case by the relevant Tax Base for those areas, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of the Council Tax for 2018/2019 for dwellings in those parts of its area to which a special item (i.e. Parish Precepts) relate.

- h) Part of the Council's area for each valuation band, being the amounts given by multiplying the amounts at 2.3(f) and 2.3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands (**See Schedule 1**).

- 2.4 That it be noted that for the year 2018/2019 Lancashire County Council has stated the following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwelling shown below:

**VALUATION BANDS**

A	B	C	D	E	F	G	H
£. p	£. p	£. p	£. p	£. p	£. p	£. p	£ .p
x	x	x	x	x	x	x	x

- 2.5 That it be noted that for the year 2018/2019 the Police and Crime Commissioner for Lancashire has stated the following amounts in precept issued to the Council in accordance with Section 40 of the Act for each of the categories of dwelling shown below:

**VALUATION BANDS**

A	B	C	D	E	F	G	H
£. p	£. p	£. p	£. p	£ .p	£. p	£. p	£. p
x	x	x	x	x	x	x	x

- 2.6 That it be noted that for the year 2018/2019 the Lancashire Combined Fire Authority has stated the following amounts in precept issued to the Council in accordance with Section 40 of the Act for each of the categories of dwelling shown below:

**VALUATION BANDS**

A	B	C	D	E	F	G	H
£. p	£. p	£. p	£. p	£. p	£. p	£. p	£. p
x	x	x	x	x	x	x	x

2.7 That having calculated the aggregate in each case of the amounts at 2.3(h), 2.4, 2.5 and 2.6, the Council, in accordance with Section 30(2) of the Act, hereby sets the amounts shown in **Schedule 2** as the amounts of Council Tax for the year 2018/2019 for each of the categories of dwellings shown.

---

### 3.0 BACKGROUND

3.1 The earlier report entitled Budget Requirement resulted in the Council setting a Budget Requirement of £x for 2018/2019. Other precepting authorities have also determined their budget requirements and notified the Council of the amounts they wish to collect through the Council Tax. This report consolidates this information and calculates the Council Tax level for each property band throughout the Borough.

### 4.0 CURRENT POSITION

4.1 In accordance with statute, the Borough Treasurer, declared, on the 15 January 2018, the estimated balance on the Collection Fund, in respect of Council Tax, as at the 31<sup>st</sup> March 2018.

4.2 The result of the exercise showed an estimated surplus of £1,101,570 as detailed in Appendix B. This surplus is shared by the Borough Council, the Lancashire Combined Fire Authority, the Police and Crime Commissioner for Lancashire and the County Council, in proportion to their respective calls on the Collection Fund as follows:

	£
Borough Council	138,256
Combined Fire Authority	43,435
Police Authority	109,714
County Council	810,165
	<hr/>
	1,101,570

4.3 This surplus has to be taken into account when setting the Council Tax and Budget for 2018/2019.

### 5.0 SUSTAINABILITY IMPLICATIONS

5.1 There are no significant sustainability impacts associated with this report and in particular, no significant impact on crime and disorder.

### 6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 The following calculation shows the amount of the basic tax rate for band D properties after using the Council's approved Tax Base of 34,827.87 band D equivalent properties.

	£	£
Budget Requirement (Borough proportion)	x	
Budget Requirement (Parish proportion)	x	
Total Budget Requirement		x
General government grants and retained business rate income		-5,618,152
Estimated surplus on Council Tax Collection Fund		-138,256
Balance to be financed by Council Taxpayer (inc. Parishes)		x
Balance to be financed by Council Taxpayer (excl. Parishes)		x

6.2 The average Council Tax rate (including Parishes) for a Band 'D' Equivalent Property is, therefore, calculated as follows:

West Lancashire Borough Council (Including Parish Precepts)

		£	p
Balance to be financed by Taxpayer Band 'D' Equivalent Properties	x	34,827.87	x

6.3 The actual Council Tax rate (excluding Parishes) for a Band 'D' Equivalent Property is, therefore, calculated as follows:

West Lancashire Borough Council (excluding Parish Precepts)

		£	p
Balance to be financed by Taxpayer Band 'D' Equivalent Properties	x	34,827.87	x

Add Basic Tax Rates for:

Lancashire County Council	x
Lancashire Police Authority	x
Lancashire Combined Fire Authority	x

Basic Tax Rate for a Band 'D' Equivalent Property x

6.4 It is necessary to calculate the Council Tax rate for each property band in respect of the Borough Council and Parish Council elements only. **Schedule 1** shows the Council Tax rate for each property band in each of the Parish Council areas.

6.5 It is then necessary to calculate the aggregate Council Tax rate by incorporating the Lancashire County Council, the Police and Crime Commissioner for Lancashire, and the Lancashire Combined Fire Authority Council Tax rates into the figures shown in **Schedule 1**. The aggregated Council Tax rates are shown in **Schedule 2**.

## 7.0. RISK ASSESSMENT

- 7.1 There is a statutory requirement for the Council to set a Council Tax each year. Failure to set the Council Tax until a later date would have implications for billing and the required statutory fourteen days notice for the first instalment date of 2 April 2018. This would have an adverse effect on cash flow and the collection rate.

---

---

### 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

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

### Appendices

- Appendix A Declaration of Council Tax Base 2018/2019
- Appendix B Estimated Collection Fund Balance as at 31 March 2018
- Schedule 1 Council Tax rates payable for each band in respect of the Borough Council and Parish Council elements only **(TO FOLLOW)**
- Schedule 2 Council Tax rates payable for each band within the Borough Council's area **(TO FOLLOW)**

***Please note that the budget will be set at the Council meeting on 28<sup>th</sup> February. Consequently an updated version of this report, with completed schedules 1 and 2, will be circulated on the night of the Council meeting.***

## Appendix A

### Declaration of Council Tax Base 2018/19

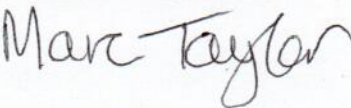
---

In accordance with the Local Authorities (Calculation of Council Tax Base) Regulations the amounts calculated by West Lancashire Borough Council as its Tax Base for the whole area for the year 2018/2019 shall be **34,827.87** and for the parts of the area for the year 2018/2019 shall be:

<u>Parish</u>	<u>Taxbase</u>
Aughton	3,523.06
Bickerstaffe	458.02
Bispham	100.83
Burscough	3,162.00
Dalton	200.78
Downholland	363.70
Great Altcar	80.64
Halsall	811.90
Hesketh with Becconsall	1,422.97
Hilldale	260.40
Lathom	388.73
Lathom South	306.92
Newburgh	462.58
North Meols	1,456.04
Parbold	990.98
Rufford	843.50
Scarisbrick	1,281.27
Simonswood	48.89
Tarleton	2,184.65
Up Holland	2,393.91
Wrightington	1,166.63

The anticipated collection level for 2018/19 has been estimated at 98.0%.

---

Name	Marc Taylor
Position in organisation	Borough Treasurer
Signed	
Date	12/01/2018

---



**ESTIMATED COUNCIL TAX BALANCE AS AT 31/3/2018**

Item	Amount
<b>INCOME</b>	
Council Tax receivable	£58,875,750
<b>Total Income</b>	<u>£58,875,750</u>
<b>EXPENDITURE</b>	
<b>Precepts</b>	
Lancashire County Council	£42,015,883
Lancashire Combined Fire Authority	£2,252,558
Police and Crime Commissioner for Lancashire	£5,689,859
West Lancashire Borough Council	£7,170,048
	<u>£57,128,348</u>
<b>Contributions from previous year surpluses</b>	£922,919
<b>Charges to Collection Fund</b>	
Write offs and increases in bad debt provisions	£1,012,270
<b>Total Expenditure</b>	<u>£59,063,537</u>
<b>SURPLUS AND DEFICIT</b>	
Estimated Surplus / Deficit (-) for 2017/18 financial year from above	-£187,787
Actual Surplus / Deficit (-) as at 31/3/2017	£1,289,357
<b>Estimated Surplus / Deficit (-) as at 31/3/2018</b>	<u>£1,101,570</u>

**Name:**

MARC TAYLOR

**Position in organisation:**

BOROUGH TREASURER

**Signed:**

**Dated:**

15/01/2018







---

**Report of: Borough Treasurer**

**Contact for further information: Marc Taylor (Ext. 5092)**  
**(E-mail: marc.taylor@westlancs.gov.uk)**

---

**SUBJECT: MEDIUM TERM GRA CAPITAL PROGRAMME**

---

Wards Affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To set the Council's Medium Term Capital Programme.

**2.0 RECOMMENDATIONS**

2.1 That the Medium Term Capital Programme be approved based on the proposals to be presented at the Council meeting by the Portfolio Holder for Finance.

2.2 That delegated authority be given to Heads of Service to take all necessary action to implement the agreed Capital Programme.

---

---

**3.0 BACKGROUND**

3.1 The Capital Programme is a three-year rolling programme that is updated on a regular basis. The current Programme was last reviewed and updated through the 2017/2018 Revised Capital Programme report to Council in December 2017. Details of Housing Public Sector capital schemes are discussed elsewhere on this agenda, and changes to these schemes will be incorporated into the Medium Term Capital Programme following their approval.

3.2 Details on future capital receipt funding and spending requirements were reported to Cabinet and Executive Overview and Scrutiny Committee in January. This report now provides Members with an opportunity to realign and reshape the Capital Programme to meet Corporate and Service objectives.

#### 4.0 CABINET AND EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE COMMENTS

- 4.1 A report setting out a number of options for determining the Medium Term Capital Programme has recently been presented to Cabinet and Executive Overview and Scrutiny Committee. Cabinet considered how a balanced Capital Programme could be achieved, noted the medium term financial position, and approved delegated authority for the Portfolio Holder for Finance to submit firm proposals to Council to enable the Programme to be set. The Executive Overview and Scrutiny Committee noted the medium term capital programme but did not agree any comments on its detail.

#### 5.0 CURRENT POSITION

- 5.1 Members have previously been advised on the likelihood of there being funding of £1,483,000 available to fund new capital schemes, as summarised in the table below:

<b>Table 1 – Capital Receipts Funding Available</b>	£000
Usable capital receipts held in April 2017	2,399
Estimate of receipts that will be generated between April 2017 and the end of the 2020/2021 financial year	3,462
Existing spending approvals covering period 2017/2018 to 2019/2020	-3,804
Provisional spending approvals for 2020/2021	-574
<b>Funding Available</b>	<b>1,483</b>

- 5.2 This position takes into account Right to Buy Council House Sales, along with other anticipated sales from the Strategic Asset Management Plan (SAMP) process, and the development of the Westec House site. This position also takes into account current spending approvals and provisional allocations for 2020/2021, which are set out in more detail in Appendix 1.
- 5.3 The estimate of capital receipts that will be available is potentially subject to significant variation as one large asset sale could potentially produce a significant receipt. Changes in demand for Council House Right to Buy Sales could also cause significant volatility. To deal with this uncertainty the estimates in the capital programme will be reviewed and updated periodically to ensure they are accurate and up to date.
- 5.4 Recent work that has been undertaken as part of Third Quarter monitoring has identified that the capital receipt funding requirement for the Disabled Facilities Grant (DFG) scheme has reduced by £100,000 as a result of a higher than

expected level of external funding being received, and that the funding requirement for the Housing Renewal Grants scheme has reduced by £50,000. Taken together this means that there is now funding of £1,633,000 available for the development of new schemes (£1,483,000 previous position as shown in Table 1 plus £150,000 from the DFG and Housing Renewal Grants schemes).

- 5.5 Appendix 2 provides a summary of the potential new capital schemes that have been identified by Heads of Service. The total value of these schemes over the next 3 years is £1,193,000, which is £440,000 less than the funding that is available of £1,633,000.

## **6.0 GORSEY PLACE**

- 6.1 At the Council meeting of 19th July 2017 approval was given to spend money from the Industrial Portfolio Reserve, together with an insurance contribution, for the enhanced redevelopment of four units on Gorsey Place. Planning consent was secured in the autumn and the project was put out to tender. Unfortunately the tenders have exceeded the budgeted amount for which authority had been granted because building costs have increased significantly and for a number of other reasons.

- 6.2 There is sufficient funding available from the Industrial Portfolio Reserve to meet these increased costs and the current financial appraisal for this project is attached at Appendix 3. The recent success of the Greenshoots project which is fully let means that the Estates and Valuation Manager believes that an increased rent would be achieved when the Gorsey Place properties are complete and available to let, which will offset the increased building costs of the scheme.

## **7.0 DETERMINING THE CAPITAL PROGRAMME**

- 7.1 The Portfolio Holder for Finance has been given delegated authority to submit proposals for consideration at the Council meeting to enable the programme to be set, and it is anticipated that a set of budget papers will be circulated at the Council meeting to enable this to be achieved.

## **8.0 SUSTAINABILITY IMPLICATIONS**

- 8.1 The proper management of the Council's asset base enhances service delivery. Assets consume a high level of resources both in terms of capital investment and revenue maintenance and having effective controls in this area ensures that the capital base can shape the future direction of the Council. This report has no significant impacts on crime and disorder.

## **9.0 RISK ASSESSMENT**

- 9.1 The level of capital receipts generated by asset sales is a key risk to the future development of the programme. If receipts exceed the projections contained in this report, it would enable a larger programme to be delivered. However, if receipts are below the projections, it would require reductions to be made.

9.2 Some schemes in the Programme are dependent on external partner funding. To minimise the risk of funding not being available, such schemes will only begin once their funding details have been finalised.

---

### **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 direct impact on members of the public, employees, elected members and / or stakeholders is dependent on the proposals to be put forward at the Council meeting. Therefore no Equality Impact Assessment has been produced at this time. However, an Assessment will be produced and made available at the Council meeting if required.

### **Appendices**

Appendix 1 - Capital Receipt Funding Approvals

Appendix 2 – Potential New Capital Schemes

Appendix 3 – Gorsey Place Financial Appraisal (TO FOLLOW)

**APPENDIX 1 - CAPITAL RECEIPT FUNDING FOR INDIVIDUAL SCHEMES**

SERVICE AND SCHEME	Current Allocations				Provisional
	2017/18	2018/19	2019/20	Total	2020/21
	£'000	£'000	£'000	£'000	£'000
<b><u>Finance &amp; HR Services</u></b>					
Parish Capital Schemes	35	45	30	110	30
Environmental / Town and Village Centre Improvement Fund		10	140	150	
<b><u>Leisure &amp; Wellbeing</u></b>					
Playground Improvements	30	60	30	120	30
Leisure Trust	228	228	228	684	
CCTV	28	25	25	78	
Park Pool		150		150	
Beacon Park	2			2	
Allotment Improvements	11			11	
Sports Fields	72			72	
Chapel Gallery	24			24	
Play Area Improvements	26			26	
Beacon Park Garage and Compound	25			25	
Upgrade to Northgate M3PP IT system	40			40	
<b><u>Private Sector Housing</u></b>					
Housing Renewal Grants	50	100	100	250	100
Disabled Facilities Grants		100	100	200	100
<b><u>Development &amp; Regeneration</u></b>					
Free Tree Scheme	3	3		6	
Preservation of Buildings at Risk	2			2	
Planning OR Recommendations	3			3	
Skelmersdale Town Centre	11			11	
Purchase of EDRM IT system	44			44	
Affordable Housing		247		247	
<b><u>Development &amp; Regen - Tech Services</u></b>					
Appley Bridge Quarry	22			22	
Moor Street Phase 1	35			35	
Micro Drainage Software	12			12	
Mill Lane Landfill Site	75			75	
<b><u>Housing &amp; Inclusion - Corporate Property</u></b>					
Corporate Property Investment Programme	266	164	164	594	164
Replace IT equipment - Council Chamber	10			10	
<b><u>Housing &amp; Inclusion - IT investment</u></b>					
I C T Infrastructure	50	50	50	150	50
ICT Development Programme	219	100	100	419	100
Replacement CRM system	68	84		152	
Website Contract Management System	5			5	
Web redesign to promote customer accounts		15		15	
Investment to enable digital services		40	20	60	
<b>Total Programme</b>	<b>1,396</b>	<b>1,421</b>	<b>987</b>	<b>3,804</b>	<b>574</b>



<b>APPENDIX 2 POTENTIAL NEW CAPITAL SCHEMES</b>	2018-19 £000	2019-20 £000	2020-21 £000
<b>Development and Regeneration</b>			
1 Moor Street (Moorgate – Railway Road) Footway / Carriageway Repaving	100	80	3
2 Planning, Building Control & Land Charges IT System Upgrades	20	0	0
3 Property Acquisitions	160	0	0
<b>Housing and Inclusion</b>			
1 Install LED lighting to office and internal communal areas with future expected revenue savings	65	65	0
<b>Leisure and Environment</b>			
1 Robert Hodge Centre building works	28	6	6
2 Beacon Park CCTV	5	0	0
3 Computer System for Grounds Maintenance / Street Cleansing Service (with associated revenue costs)	55	0	0
4 Street Cleansing tools and equipment	10	0	0
5 Recycling Bin Initiative (with associated revenue savings)	440	0	0
6 Refurbishment of Caged Link Tip Vehicles	10	0	0
7 Replacement Refuse Collection Vehicle	80	0	0
<b>Finance and HR Services</b>			
1 Civica Financials and Purchasing upgrade	60	0	0
<b>Total</b>	<b>1,033</b>	<b>151</b>	<b>9</b>

<b>TOTAL FUNDING REQUIREMENT OVER 3 YEARS</b>	<b>1,193</b>
---	--------------







COUNCIL: 28 February 2018

---

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

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

---

**SUBJECT: HOUSING ACCOUNT – REVENUE AND CAPITAL PROGRAMME**

---

Wards Affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To enable the Council to set its Housing Revenue Account (HRA) budget and capital investment programme for the next financial year.

## **2.0 RECOMMENDATIONS**

2.1 That the Rent and Service Charges set within delegated authority, as detailed in sections 4 and 5 of the report, be noted and endorsed.

2.2 That the comments of Tenants and Residents as set out in Appendix E of the report be considered.

2.3 That the HRA budget and capital investment programme be approved based on the proposals to be presented at the Council meeting by the Housing Portfolio Holder.

2.4 That delegated authority be given to the Director of Housing and Inclusion to take all necessary action to implement the decisions of Council.

---

## **3.0 BACKGROUND**

3.1 The Council must set a budget for its HRA before the start of each financial year, and this budget will set out the financial basis for the delivery of services. The budget that is set must enable Council and tenant priorities to

be delivered but must also be affordable. In addition it should comply with best practice requirements on budget setting and meet statutory and accounting regulations.

- 3.2 The financial year 2018-19 represents year three of the government's four year rent setting policy to reduce social housing rents by 1% per annum to 2020. This policy continues to progressively add pressure to the HRA over this period. However, the Policy Options agreed by Council in July 2016 and October 2016 have delivered sufficient savings and efficiencies to secure the HRA's financial position over the medium term.
- 3.3 The HRA budget has been the subject of recent reports to Cabinet, Executive Overview and Scrutiny Committee and Landlord Services Committee. Tenants have also been consulted on the HRA budget position. These reports identified that there was a draft budget surplus of £551,000 in 2018-19 between the resources available and the expenditure required to deliver agreed service levels and investment plans.

#### **4.0 RENTAL INCOME**

- 4.1 As a consequence of the government policy highlighted in paragraph 3.2 and in line with our standard practice, the Director of Housing and Inclusion will use her delegated authority to reduce rent levels by 1% from April 2018 for all properties.
- 4.2 The Government have recently announced that for the five year period from 2020-21 to 2024-25 rent policy will revert to the previous approach of allowing an increase of CPI plus 1% per year. This will aid business planning in the medium term by providing more certainty, ensuring that the real value of rent levels is maintained and provides funds for further investment in the housing stock.
- 4.3 Rental income is the main funding source for the Housing Account. The 2018-19 rent reduction means that the overall level of rental income will reduce next year, although there are a number of other factors that will influence this position including:
- The number of properties within the Housing Stock which will be influenced by Right to Buy Council house sales (which is outside the Council's control), the number of homes built or purchased, and the number of homes demolished as part of revival and development projects
  - Void levels and the time it takes to re-let can have an adverse impact on income levels. It is estimated that void levels will continue at their existing level – below 2% - into 2018-19.
  - The full roll out of Universal Credit from December 2017 will affect relevant tenant's income and how their housing costs are paid, and consequently this

may affect their ability to pay their rents. This is likely to have a negative impact on collection rates and levels of bad debts, and consequently this is an area that will need to continue to be monitored closely to assess its impact.

- 4.4 Government have recently announced that the Local Housing Allowance – a cap on the total value of housing costs that can be paid by benefits – will not be applied to social housing. There are no firm details yet as to exactly what this will mean in practice but it is welcome news for council house residents and for the HRA.

## **5.0 OTHER CHARGES**

- 5.1 A general principle is applied to service charges that they should be calculated to ensure that they are sufficient to recover the cost of service provision. In keeping with this principle it is proposed to increase the general level of service charges next year by 4.0% (based on the September CPI rate of 3.0% plus 1.0% in line with our standard practices).

- 5.2 There will be a number of exceptions to this general approach including:

- An analysis of Leaseholder service charges identified that the costs of service provision were being under-recovered. In February 2016 it was agreed to implement service charge increases in a phased manner over a 3 year period to rectify this position, and 2018-19 will be the third year of this approach. Review of leaseholder service charges is an annual activity which will continue as a matter of good practice
- Gas prices for West Lancashire BC reduced in 2017-18 by 8-10%. In 2018-19 the level of heating charges to residents will therefore be reduced by 10%
- Work on the Garage Strategy has been carried out during 2017-18 and continues into 2018-19, and garage rents will therefore be increased by 3%, (CPI), after having been frozen for a number of years.

## **6.0 REVENUE ESTIMATES AND CAPITAL INVESTMENT PROGRAMME**

- 6.1 The base assumptions used in the HRA Business Plan and for the HRA Estimates have previously been reported to Cabinet and Executive Overview and Scrutiny Committee. The HRA revenue estimates for 2018-19 are shown in Appendix A and provide the detailed information that sets out the financial basis for how HRA service objectives will be achieved. They cover all areas of revenue expenditure and income and include changes in the base budget required to roll forward agreed service levels, such as pay and contract inflation, but do not allow for any service improvements.

- 6.2 The HRA estimates reflect the following factors:

- The reductions in rents and changes in service charges set out above

- Savings delivered as part of the staff reorganisations in November 2017 and February 2018 have been included in the estimates. In addition, a savings target of £81,000, (2% of the staff budget) has been included in the estimates to reflect natural staff turnover and the substantial favourable employee variances that have been achieved in recent years
  - The budget for response repairs has been reduced by £100,000 with a matching £100,000 increase in voids repairs to better match expenditure profiles on repairs
- 6.3 The Capital Investment Programme for the next 5 years is shown in Appendix B. This programme has been developed through existing asset information to ensure that sufficient investment will take place to develop and maintain the housing stock in line with agreed standards. The capital programme includes the factors below:
- Capital budget virements and re-profiling approved in December 2017 have been built into the estimates
  - Re-profiling of the five year capital programme to reflect the latest information and resourcing have been built into the estimates
- 6.4 Work on refreshing the stock condition information – a budget issue raised in Appendix D – will provide updated information that will allow the asset investment plan to be reworked during 2018-19. As a consequence it is anticipated that the five year budget may change significantly once this work has been completed. The programme also contains a number of other schemes that reflect Member and tenant priorities including the Beechtrees Revival Project and the Westec development scheme. The total value of the proposed programme is £13,199,000 in 2018-19 and this can be funded by a combination of revenue contributions, HRA borrowing, and capital receipts.
- 6.5 The bottom line budget position shows that there is a surplus of £551,000 available in 2018-19 after allowing for the draft revenue estimates set out in Appendix A and the draft capital investment programme set out in Appendix B. There is also £1.172m in the budget and efficiency savings reserve.

## **7.0 CURRENT FINANCIAL POSITION**

- 7.1 The HRA Mid Year Review projected that the budget targets for the year would be met and exceeded and that a favourable budget variance would be achieved. The latest third quarter monitoring has confirmed this position primarily as a result of the active management of staffing vacancies generating a favourable budget variance on employee costs, savings from reorganisation, and because of a reduction in painting activity as a result of a painting contractor going into liquidation. Budgets are being controlled effectively and this puts the HRA in a strong position for dealing with its future financial challenges.

- 7.2 In accordance with best practice the levels of HRA balances and reserves have been reviewed during the budget process to ensure that they are currently sufficient and that they will remain adequate over the medium term. A draft reserves policy reflecting this position is attached at Appendix C.

## **8.0 BUDGET PROPOSALS**

- 8.1 In addition to the roll over budget required to continue to meet agreed service levels it is also important to consider new budget issues and areas for development. Appendix D comprises a list of budget issues that officers have identified and that should be considered as part of the budget process. Members will need to carefully consider those options, and any others that emerge through the budget process, and determine which proposals to include in the final budget to meet service objectives.
- 8.2 The views of tenants and residents have been considered through meeting with the tenant scrutiny group and reviewing the proposed HRA revenue and capital budgets as well as the list of new budget issues. Details of their comments are provided in Appendix E. Members are asked to consider these details when determining their final budget position.
- 8.3 The Portfolio Holder for Housing has been given delegated authority to submit proposals for consideration at the Council meeting to enable the budget and capital programme to be set. It is anticipated that a set of budget papers will be circulated at the Council meeting to enable this to be achieved.

## **9.0 SUSTAINABILITY IMPLICATIONS**

- 9.1 The Council wants to ensure that the future business plan allows properties to be brought up to a reasonable standard and that appropriate investment can be made at the appropriate time. Business plan modelling enables a well-informed investment plan to be developed in keeping with the requirements of an effective asset management strategy. This report has no significant impacts on crime and disorder.

## **10.0 RISK ASSESSMENT**

- 10.1 The formal consideration and reporting of the budget estimates is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. This process is resource intensive for both Members and Officers but ensures that a robust and achievable budget is set.

## **Background Documents**

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

## **Equality Impact Assessment**

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

## **Appendices**

- Appendix A – HRA Revenue Estimates
- Appendix B – Capital Investment Plan
- Appendix C – Reserves Policy
- Appendix D – Budget Issues
- Appendix E – Tenant Views on Budget Proposals

APPENDIX A

HOUSING REVENUE ACCOUNT

DRAFT ESTIMATES 2018-19

## HOUSING REVENUE ACCOUNT

Budget 2018-19	Employees £	Running Expenses £	External Income £	Total Cash £	Support Services & Capital Charges £	Net Budget £
<b>General Expenses</b>						
Premises Related Expenses		162,880		162,880		162,880
Bad Debt Provision		370,000		370,000		370,000
Capital Programme Contribution				0	8,036,000	8,036,000
Debt Charges				0	3,056,990	3,056,990
<b>Sub-Total</b>	<b>0</b>	<b>532,880</b>	<b>0</b>	<b>532,880</b>	<b>11,092,990</b>	<b>11,625,870</b>
<b>Supervision, Management, Repairs &amp; Maintenance</b>						
Central Administration	789,270	636,500	-87,900	1,337,870	1,726,500	3,064,370
Customer Experience (HRA)	396,880	185,230	0	582,110	6,870	588,980
<b>Housing Operations</b>						
Housing Operations Management	149,720	3,500	-91,070	62,150	115,840	177,990
Income & Financial Inclusion	557,850	32,320	-9,800	580,370	142,400	722,770
Allocations	218,840	74,780	-90	293,530	14,550	308,080
Furnished Homes	32,200	74,250	-139,000	-32,550		-32,550
Tenants Expenses		26,500		26,500		26,500
Estate Management	225,660	318,800	-30	544,430	17,800	562,230
General Community Facilities		370	-6,180	-5,810		-5,810
Estate Maintenance Services	2,440	22,910		25,350		25,350
Elderly and Disabled Support	499,440	396,810	-1,115,370	-219,120	264,390	45,270
<b>Sub-Total</b>	<b>1,686,150</b>	<b>950,240</b>	<b>-1,361,540</b>	<b>1,274,850</b>	<b>554,980</b>	<b>1,829,830</b>
<b>Property Services</b>						
Property Services Management	617,730	114,600	-210	732,120	-228,670	503,450
Caretakers & Gardeners	260,910	141,010	-42,260	359,660	12,880	372,540
Maintenance of Grassed Areas		723,220	-41,300	681,920		681,920
District Heating Service		253,000	-253,000	0		0
Responsive and Void Repairs	400,920	3,350,960	-53,760	3,698,120	2,310	3,700,430
Planned Maintenance	469,260	758,200	-3,440	1,224,020	-350,590	873,430
<b>Sub-Total</b>	<b>1,748,820</b>	<b>5,340,990</b>	<b>-393,970</b>	<b>6,695,840</b>	<b>-564,070</b>	<b>6,131,770</b>
<b>General Income</b>						
Customer & Client Receipts			-23,552,560	-23,552,560		-23,552,560
Interest			0	0	-53,980	-53,980
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>-23,552,560</b>	<b>-23,552,560</b>	<b>-53,980</b>	<b>-23,606,540</b>
Transfers to/(from) reserves				0	-185,573	-185,573
<b>Grand Total</b>	<b>4,621,120</b>	<b>7,645,840</b>	<b>-25,395,970</b>	<b>-13,129,010</b>	<b>12,577,717</b>	<b>-551,293</b>

\*There is also funding of up to £1.172m available in the budget & efficiency savings reserve to fund new budget issues



## Notes:

1. Budgets have been presented to mirror the reorganisation of Housing and Inclusion in November 2017 and February 2018
2. Performance Improvement has been split between Central Administration and Customer Experience (HRA)
3. Customer Experience (HRA) includes part of performance improvement plus Tenant Participation
4. The Housing Operations Manager, Administration and Anti-Social Behaviour charges have been transferred from Central Administration to Housing Operations Management
5. Tenant Downsizing Payments have been moved from Central Administration to Allocations
6. Rents and Money Advice has been renamed Income & Financial Inclusion
7. Voids and Allocations Admin has been split into Allocations within Housing Operations and Responsive and Voids Repairs within Property Services
8. Estate Administration has been renamed Estate Management
9. Property Services Administration has been split between Property Services Management, Responsive and Voids Repairs and Planned Maintenance
10. Housing Repairs and Maintenance has been split into Responsive and Voids Repairs and Planned Maintenance, along with the teams managing them which have been moved from Property Services Administration
11. TV Aerial Maintenance has been included in Planned Maintenance

## Commentary on Significant Changes

1. Premises Related Expenses – this budget has been increased to reflect the actual cost of council tax on empty properties
2. The bad debt provision has been increased on a prudent basis to reflect the roll out of universal credit
3. Capital Programme Contribution – this value is based on the size of the capital programme and the available borrowing
4. Employee budgets have reduced significantly, primarily as a result of the staff restructuring that has taken place this year, plus a 2% savings target for staff turnover
5. Running expenses have been uplifted in line with inflation which has had a significant impact on repairs and maintenance budgets
6. General income has reduced primarily as a result of the 1% reduction in rents and also as a result of falling stock numbers through right to buy sales

## HOUSING REVENUE ACCOUNT

Budget 2017/18	£	£	£	£	£	£
<b>SUMMARY</b>						
General Expenses				0		0
Premises Related Expenses		96,170		96,170		96,170
Bad Debts Provision		235,000		235,000		235,000
Capital Programme Contribution				0	8,592,000	8,592,000
Debt Charges				0	3,056,990	3,056,990
<b>Sub-Total</b>	<b>0</b>	<b>331,170</b>	<b>0</b>	<b>331,170</b>	<b>11,648,990</b>	<b>11,980,160</b>
Supervision, Management, Repairs & Maintenance						
Central Administration	913,730	599,610	-129,910	1,383,430	1,725,670	3,109,100
Performance Improvement Tm	366,040	179,420	0	545,460	21,430	566,890
Rents and Money Advice	525,540	33,920	-2,300	557,160	242,230	799,390
Voids and Allocations	427,570	1,641,320	-173,390	1,895,500	13,950	1,909,450
Estates Management & TP	387,760	389,190	-6,030	770,920	39,960	810,880
Property Services	1,789,310	3,645,680	-347,680	5,087,310	-605,180	4,482,130
Elderly & Disabled Support	650,540	425,350	-1,106,190	-30,300	239,570	209,270
<b>Sub-Total</b>	<b>5,060,490</b>	<b>6,914,490</b>	<b>-1,765,500</b>	<b>10,209,480</b>	<b>1,677,630</b>	<b>11,887,110</b>
General Income						
Customer & Client Receipts			-23,910,580	-23,910,580	0	-23,910,580
Interest			-100	-100	-37,000	-37,100
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>-23,910,680</b>	<b>-23,910,680</b>	<b>-37,000</b>	<b>-23,947,680</b>
Transfers to/from Reserves				0	80,410	80,410
<b>Grand Total</b>	<b>5,060,490</b>	<b>7,245,660</b>	<b>-25,676,180</b>	<b>-13,370,030</b>	<b>13,370,030</b>	<b>0</b>

## HOUSING REVENUE ACCOUNT

Budget 2017/18	£	£	£	£	£	£
<u>SUPERVISION, MANAGEMENT, REPAIRS &amp; MAINTENANCE</u>						
Central Administration	913,730	599,610	-129,910	1,383,430	1,725,670	3,109,100
Performance Improvement Tm	366,040	179,420	0	545,460	21,430	566,890
Rents and Money Advice	525,540	33,920	-2,300	557,160	242,230	799,390
Voids and Allocations						
Voids and Allocations Admin	396,610	68,850	-90	465,370	13,950	479,320
Furnished Homes	28,960	73,170	-133,300	-31,170		-31,170
Tenants Expenses		25,500		25,500		25,500
Housing Repairs Voids	2,000	1,473,800	-40,000	1,435,800		1,435,800
<b>Sub-Total</b>	<b>427,570</b>	<b>1,641,320</b>	<b>-173,390</b>	<b>1,895,500</b>	<b>13,950</b>	<b>1,909,450</b>
Estates Management and Tenant Participation						
Estates Administration	262,460	313,810	-30	576,240	17,000	593,240
General Community Facilities		360	-6,000	-5,640		-5,640
Estate Maintenance Services	2,400	22,030		24,430	0	24,430
Tenant Participation	122,900	52,990		175,890	22,960	198,850
<b>Sub-Total</b>	<b>387,760</b>	<b>389,190</b>	<b>-6,030</b>	<b>770,920</b>	<b>39,960</b>	<b>810,880</b>
Property Services						
Property Services Admin	1,443,310	176,320	-3,600	1,616,030	-618,060	997,970
Caretakers & Gardners	346,000	136,680	-43,680	439,000	12,880	451,880
Communal Areas				0		0
Maintenance of Grassed Areas		638,360	-7,500	630,860		630,860
TV Arial Maintenance		18,880	-2,900	15,980		15,980
District Heating Service		280,000	-280,000	0		0
Housing Repairs and Maintenance		2,395,440	-10,000	2,385,440		2,385,440
<b>Sub-Total</b>	<b>1,789,310</b>	<b>3,645,680</b>	<b>-347,680</b>	<b>5,087,310</b>	<b>-605,180</b>	<b>4,482,130</b>
Elderly and Disabled Support	650,540	425,350	-1,106,190	-30,300	239,570	209,270
<b>Grand Total</b>	<b>5,060,490</b>	<b>6,914,490</b>	<b>-1,765,500</b>	<b>10,209,480</b>	<b>1,677,630</b>	<b>11,887,110</b>



## APPENDIX B

### CURRENT INVESTMENT PLAN UNTIL 2022-23

Scheme Description	2018-19	2019-20	2020-21	2021-22	2022-23
	Budget	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000
Bathrooms	765	781	797	812	247
Electrical	847	733	800	800	746
Fencing and paving	0	0	1,160	1,360	1,218
Heating	862	971	892	910	957
Kitchen	414	423	437	473	594
Lifts	168	172	175	0	0
Roofing	2,206	2,466	1,040	1,096	1,209
Walls	1,068	1,822	385	387	412
Windows and Doors	336	406	351	405	316
Disabled Adaptations	585	656	777	792	808
Communal Areas CAT	436	262	221	259	147
Sheltered Upgrades	133	139	142	145	147
Structural Work	199	209	213	217	222
Contingency	257	263	268	273	278
Garages	124	0	0	0	0
Bins	154	0	0	0	0
LHA Initiatives	51	0	0	0	0
Digital Inclusion	21	21	0	0	0
Beech Trees Revival	3,236	0	0	0	0
Westec	640	0	0	0	0
Fees	697	713	727	741	756
<b>Capital Investment</b>	<b>13,199</b>	<b>10,037</b>	<b>8,385</b>	<b>8,670</b>	<b>8,057</b>

#### Notes

- (1) 2018-19 budgets include 2017-18 capital budgets reprofiled at mid year
- (2) All budgets have been inflated by RPI and adjusted for changes in stock number as assumed in Appendix A
- (3) The Communal Electrics programme has been reprofiled forward one year to 2018-19
- (4) The Communal Electrics category in the investment plan has been combined within the Electrical category
- (5) The Communal Heating category in the investment plan has been combined within the Heating category

(6) Gulleys, Gutters, Laundry Equipment and double glazing replacement have been removed as separate budgets due to being less than £20,000 each per year and will be met from existing budget resources

(7) Westec budget reflects the updated report that went to Cabinet in December 2017

(8) Walls budget originally planned for 2018-19 has been reprofiled to 2019-20 leaving the 2017-18 budget reprofiled at mid year to be delivered in 2018-19

## APPENDIX C - HRA RESERVES POLICY

### Reserves Protocol

1.1 For each reserve held by the Council there must be a clear protocol setting out:

- The reason for and purpose of the reserve;
- How and when the reserve can be used;
- Procedures for the reserve's management and control; and
- A process and timescale for review of the reserve to ensure continuing relevance and adequacy.

1.2 Details for each HRA reserve are set out below. Each reserve is managed and controlled by a Chief Officer. The responsible officer can authorise amounts of up to £10,000 to be taken from a reserve provided that its use is in line with the stated purpose of the reserve.

1.3 In addition the responsible officer must also consult with the Housing and / or Finance Portfolio Holders before authorising uses from reserves in excess of £10,000.

1.4 Reserves are reviewed and updated as part of the annual budget preparation and as part of the closure of accounts process to ensure that they continue to be required and are adequate in size. Earmarked reserves represent money that has been set aside for a clearly defined purpose, and which is available to meet future expenditure in that area. Balances represent unallocated funds which have not been earmarked and consequently are available to support any service area.

1.5 The values shown below for each reserve reflect their current position. The process for closing down the accounts at the year end will then allow for any outstanding in year commitments and contributions.

1.6 The underlying level of reserves is adequate and reflects the HRA's stable financial position.

<b>Description</b>	<b>Purpose</b>	<b>How and When Used</b>	<b>Responsible Officer</b>	<b>Value £000</b>
HRA BALANCES	Balances are held by every organisation and are used to cushion the impact of unexpected events or emergencies, uneven cash flows and to avoid temporary borrowing	Can be used as a general contingency and should be maintained at a level of at least £100 per property.	Director of Housing and Inclusion	620
HRA ELEMENT OF INSURANCE FUND	Funds held to meet the Council's self-insured liabilities where this is a more cost effective method of insuring than using an external company	Costs are incurred when insurance claims are settled. The level of the reserve is determined through actuarial reviews	Borough Treasurer	193
TV AERIAL RESERVE	To finance the costs of works to TV aerials	This reserve amount is no longer required and is being released as part of 2018-19 budget setting	Director of Housing and Inclusion	0
DISTRICT HEATING CHARGES RESERVE	This reserve holds the difference between the income raised from charges to tenants for the District Heating scheme and the cost of running this scheme (primarily gas charges).	It is Council policy to run this scheme on a cost recovery basis, and so it is necessary to maintain this reserve so that any surpluses that are achieved can be carried forward to fund lower charges to tenants in the future than otherwise would be possible	Director of Housing and Inclusion	229
REPAIRS RESERVE	This reserve is used to deal with demand led and other spending pressures on the response and void repairs budgets	Can be used as a general contingency for repairs expenditure and should be maintained at a level of at least 10% of the repairs budgets	Director of Housing and Inclusion	300
GENERAL SLIPPAGE	This reserve is used to carry forward slippage on revenue and capital projects,	Enables the funding on schemes that are not completed at the financial year end to	Director of Housing and	100



RESERVE	where required	be carried forward so that the scheme can be completed in the next financial year	Inclusion	
BUDGET AND EFFICIENCY SAVINGS	This reserve is available to support the overall budget position	Used to deal with the financial challenges facing the HRA over a medium term period	Director of Housing and Inclusion	1,172



APPENDIX D

BUDGET ISSUES IDENTIFIED

Budget Issue		2018/19 £000	2019/20 £000	2020/21 £000
<b>Capital Expenditure</b>				
1	Communal Fire Risk Safety Works	200	450	250
2	Install carbon monoxide detectors	180		
3	Purchase Service Charge Management Software	40		
	<b>Sub Total</b>	<b>420</b>	<b>450</b>	<b>250</b>
<b>Revenue Expenditure</b>				
1	Purchase Service Charge Management Software	-	3	-11
2	Stock Condition Surveys	250	-	-
3	Investment Planning Implementation	50	-	-
4	Creation of Human Resources Business Partner	33	34	35
5	Update to Choice Based Lettings system	10	-	-
6	Develop an ASB Mediation Offer	4	4	4
7	Promote tenant gardening and DIY	3		
	<b>Sub Total</b>	<b>350</b>	<b>41</b>	<b>28</b>
	<b>Total</b>	<b>770</b>	<b>491</b>	<b>278</b>



## **APPENDIX E**

### **Tenant Views on Budget Issues 2018-19**

Tenants have scrutinised the budget proposals in Appendix D and strongly support them all, in addition they made two further specific suggestions.

Firstly, tenants suggested a planned programme for gutter maintenance rather than the current responsive approach, as they felt that some gutter issues go unreported and could potentially cause larger maintenance issues in the longer term such as damp or unsightly walls.

Secondly, tenants also suggested that the managed planting of wild flowers would be a money saving solution to greatly improve open spaces and they suggested that this might be a lower maintenance option too.

Both the specific suggestions above fed into a wider point that tenants felt was important. Tenants expressed a desire to see Skelmersdale generally brightened up for all who live and work there.





Council:

28<sup>th</sup> February 2018

---

**Report of:** Borough Treasurer

**Contact for further information:** Mr M. Kostrzewski (Ext.5374)  
(E-mail: [mike.kost@westlancs.gov.uk](mailto:mike.kost@westlancs.gov.uk))  
Mr J. Smith (Ext 5093)  
(E-mail: [jonas.smith@westlancs.gov.uk](mailto:jonas.smith@westlancs.gov.uk))

---

**SUBJECT: CAPITAL FINANCING AND TREASURY MANAGEMENT FRAMEWORK**

---

Wards affected: Borough Wide

## **1.0 PURPOSE OF REPORT**

1.1 To set the framework for capital financing and treasury management operations for the next financial year.

## **2.0 RECOMMENDATIONS**

2.1 That the projected position in respect of the Prudential Indicators, as set out in Appendix 1, for 2017-18 be noted.

2.2 That the Prudential Indicators for the next three years be agreed, as set out in Appendix 2.

2.3 That the minimum revenue provision (MRP) policy as set out in Appendix 3, be approved for the next financial year.

2.4 That the updated Treasury Management Policy set out in Appendix 4 be approved.

2.5 That the Treasury Management Strategy as set out in section 8.0 be approved.

---

## **3.0 BACKGROUND**

3.1 The introduction of the 2003 Prudential Code for Capital Finance allowed Councils to determine their own level of borrowing taking account of a set of prudential indicators. The general maxim is that borrowing is to be affordable, prudent and by conclusion sustainable. Subsequent to that legislation, the 2012 Housing Self Financing regulations introduced a debt cap that set a maximum amount for Housing Revenue Account borrowing.

- 3.2 These indicators are to be used as a guide in order to determine an affordable level of borrowing that the Council can undertake in order to support its capital programme. Further, the indicators are to be calculated over a three-year period in order to highlight any trends. Also, indicators have to be calculated for the General Revenue Account (GRA) and the Housing Revenue Account (HRA) in certain instances.
- 3.3 The Council approved Prudential Indicators for 2017-18 and the subsequent two financial years at Council in February 2017. It is recognised best practice that Treasury Management arrangements and the MRP policy should be considered on a regular basis to ensure they take account of recent developments and new information.
- 3.4 The CIPFA Treasury Management Code of Practice requires Authorities to have a Treasury Management Strategy and this report sets out the Council's strategy for the next financial year.
- 3.5 CIPFA has issued an updated code of practice on Treasury Management in Public Services in December 2017, and as a result the Council's Treasury Management Policy needs to be revised. Appendix 4 details and highlights those changes.

#### **4.0 FORECAST PRUDENTIAL INDICATOR PERFORMANCE**

- 4.1 Appendix 1, Part A, details the estimate and the projected outturn in relation to the principle of affordability contained within The Prudential Code for the current year.
- 4.2 The first indicator shows that the forecast financing costs on the GRA and HRA are less than the estimate, primarily as a result of a lower than expected level of borrowing being required to finance the capital programme.
- 4.3 With regard to the HRA, there is a fixed interest charge of £3.056m levied on this account as a result of the borrowing of £88.212m undertaken for HRA self-financing. Consequently the ratio of net financing costs to net revenue stream is higher than for the GRA.
- 4.4 The second indicator, impact of capital decisions on the Council Tax, is nil. This is because when investments have been considered or undertaken they have only proceeded when the business case has demonstrated a positive rate of return.
- 4.5 Appendix 1, Part A, Table 2 details the Prudential Indicator in relation to capital expenditure, which falls under the principle of Prudence. The figures represent the total scheme approvals for the capital programme. The main message is that the schemes are fully financed and that the actual expenditure incurred to date is less than the budgetary sums provided.
- 4.6 There is also a requirement to report upon the Capital Financing Requirement of the Council. This indicator details the authority's underlying need to borrow for a capital purpose. Due to its nature it can only be reported upon when the fixed



asset accounts are closed. Hence, this will be reported to Members in summer 2018.

- 4.7 Appendix 1, Part B, shows that the Council has not breached any of its borrowing limits during the financial year. The figure for 'Other Long Term Liabilities' represents the agreement the Council has with Serco Paisa in respect of the investment they are undertaking within the Council's leisure centres.
- 4.8 Overall, the indicators show that even though the Council's financial landscape is challenging it is currently in a healthy financial position and that there are no significant problems that need to be brought to the attention of Members.

## **5.0 THREE-YEAR PRUDENTIAL INDICATORS**

- 5.1 Appendix 2, Part A, details the Prudential Indicators in relation to affordability for the next three years.
- 5.2 With regard to the GRA the net financing costs in 2017-18 have increased compared to previous years. This is due to the borrowing requirement on the building of the Greenwood Business Centre commercial units and the purchase of the Wearsheaf Walks retail units. MRP provision has been made for both of these developments in line with the Council's policy. Both of these schemes are expected to generate a surplus when all income and expenditure is taken into account. The HRA's position is largely determined by the debt costs associated with the self-financing payment.
- 5.3 The incremental impact on the Council Tax as a result of the capital programme is estimated to be nil as although there may be some borrowing in the future, for example invest to save schemes, these would be progressed only if the business case demonstrated that they had at least a neutral effect on the revenue position. The Government have introduced a policy whereby HRA rental levels have to be reduced by 1% per annum over the next four years, and consequently the HRA capital programme will not have a direct effect on the rental levels that are charged.
- 5.4 Appendix 2, Table 5, details the Indicators with regard to future capital expenditure and the capital financing requirement. The Council's three year capital programme is discussed elsewhere on the agenda, as such, the figures presented are in line with those previously reported to Members at Cabinet in January 2018, and will be updated to reflect the decisions made at this Council meeting.
- 5.5 The capital financing requirement measures the Council's underlying need to borrow for a capital purpose. As a key indicator of prudence the Prudential Code states:

'In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current year and next two financial years.'

- 5.6 The Council should have no difficulty meeting this requirement in 2017-18 nor are any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in this budget report.
- 5.7 Appendix 2, Part B, details the prudential indicators that are relevant for the purposes of setting an integrated treasury management strategy.
- 5.8 In respect of external debt, it is recommended that the Council approve the authorised limits, in Appendix 2, for its total external debt gross of investments. These authorised limits are consistent with the authority's current commitments, existing plans and the proposals in the budget reports for capital expenditure and financing. They are based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.
- 5.9 The Council is also asked to approve the operational boundary for external debt for the same period. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included in the authorised limit. Within the authorised limit and operational boundary, figures for borrowing and other long-term liabilities are separately identified. The Borough Treasurer has authority to effect movement between these figures for borrowing and other long-term liabilities within the total authorised and operational boundary for any individual year. Any such changes will be reported to the Council at its next meeting following the change.

## **6.0 MRP AND HOUSING DEBT REPAYMENT POLICIES**

- 6.1 The basic idea behind the MRP is that a minimum level of funding should be set aside each year for the repayment of borrowing or other long term liabilities on a prudent basis. There are regulatory requirements that must be met in setting the MRP and the policy should be reviewed on an annual basis. The proposed policy for the next year is set out in Appendix 3. The MRP provision has altered as a result of policy option proposals previously agreed by Council and the amount to be provided on historical borrowing will be reduced accordingly from a 2% provision to 1%. This is considered an appropriate prudent amount whilst the policy relating to new capital investments remains unaltered. The HRA Debt Repayment policy was also reviewed as part of the Policy Options process, and it was agreed that debt repayments would be suspended during the 4 year period to 2020 while the Government is requiring rent reductions to be made.

## **7.0 CIPFA CODE AND MRP AND INVESTMENT REGULATIONS**

- 7.1 The Council follows the CIPFA Treasury Management Code of Practice in order to govern its Treasury Management operations. This Code was updated in December 2017 and as a result changes are required to the Council's Treasury Management Policy, A proposed new Treasury Management Policy is set out in

Appendix 4 to reflect these changes, with the main amendments being highlighted.

- 7.2 The Government issued new regulations on MRP and Local Government Investments in early February 2018. These Regulations need to be implemented by 2019-20 and any changes required as a result of these new rules will be covered in future Treasury Management reports.
- 7.3 With regards to the government publications on statutory guidance on Minimum Revenue Provision (MRP) and local government investments, the broad thrust of these documents is to ensure that any commercial investments Councils are undertaking are made in a transparent manner to Members and the general public. Also, there are extra requirements for new prudential indicators to support this approach and to ensure that the debts Councils take on to facilitate any commercial ventures are identified and the full ramifications of such decisions are clearly detailed via reports and indicators to ensure proper management.

## **8.0 TREASURY MANAGEMENT STRATEGY 2018-19**

- 8.1 The Council's cash flow position is actively managed in order to avoid any short-term deficits arising. Consequently, it is not expected that any short-term borrowing will be required during 2018-19.
- 8.2 Members are assured that the Treasury team act in accordance with the principles set out in the CIPFA Treasury Management Code of Practice with the objective of minimising the debt costs and financial risks that face the Council as a result of borrowing.

### PROSPECTS FOR INTEREST RATES

- 8.3 Link Asset Services (formerly Capita) act as a Treasury Adviser to the Council and part of their service is to assist in formulating views on interest rates.
- 8.4 The table below gives the Link central view on future interest rate movements.

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019
Base Rate	0.75%	0.75%	1.00%	1.00%	1.00%

Public Works Loan Board (PWLB) interest rate on 25 year borrowing 2.84%

- 8.5 As can be seen from the above table, following the rate increase in November 2017, Link is predicting that the base rate will gradually increase over the next year. This will have an effect on our Treasury Management performance in 2018/19 and will increase income levels when compared with 2017/18. PWLB rates are expected to rise slowly over the same period.
- 8.6 The Treasury Management team will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances, reporting any decisions to the Council at the next available opportunity.

### INVESTMENTS STRATEGY

- 8.7 The key feature of the Investment Strategy will remain, as it has been in the past, the security of the money that is invested, followed by liquidity and finally, yield.
- 8.8 It is anticipated that, during 2018/19, the Council should on average have somewhere in the region of £15m available for investment, although the level of investments can vary significantly at different times of the year.
- 8.9 There are a number of protocols in place to guarantee the safety of our investments. We will continue with these protocols, in that we will only invest with U.K. based counterparties that have the best available credit rating. Currently four British High Street banks, five Building Societies and one local authority that meet the criteria are being used for investment purposes.
- 8.10 There will be regular interaction with Link to ensure that we keep ourselves up to date with changes in the markets and the financial situation in general. The Council will look to ensure the security and liquidity of its funds invested and then look to maximise its return on investments. Performance will continue to be monitored against our previously declared benchmark of the 3 month LIBID interest rate.

#### **BORROWING STRATEGY**

- 8.11 The loan for the Housing self-financing payment of £88.212m to central government was arranged via the Public Works Loan Board. Given the special discount applied by the PWLB to its interest rates specifically for this purpose, the loans offered the most preferential rate available to the Council in which to finance the debt.
- 8.12 The structure of the loan has been set over the longer term, with at the time of borrowing loan periods ranging from 15 to a maximum of 50 years. The structure of the debt is in line with treasury risk management principles and a detailed outline of the debt profile is attached in Appendix 2.
- 8.13 In recent years an approach has been adopted of reducing the level of cash investments to avoid the need to borrow to support the capital programme. This approach is appropriate given that the interest rate earned on cash investments is significantly lower than the interest rate paid on external borrowing. This approach will continue to be used going forward but kept under review in the light of potential changes in interest rate profiles and the levels of cash investments that are available.

#### **9.0 SUSTAINABILITY IMPLICATIONS**

- 9.1 The Capital Financing and Treasury Management Framework ensures that robust financial decisions are made. The strategies in place provide for sound financial management decision making with regards to the Council's assets and their sustainability. This report has no significant impacts on crime and disorder.

#### **10.0 RISK ASSESSMENT**

10.1 The Council is signed up to the CIPFA Treasury Management Code of Practice and it reviews the Prudential Indicators on a regular basis. It is, therefore, minimising the risks associated with financing decisions.

---

---

### **Background Documents**

Treasury Management in the Public Services, Code of Practice and Cross-Sectoral Guidance Notes 2017 Edition.

### **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 – Forecast Indicators

Appendix 2 – Three year prudential indicators

Appendix 3 – Minimum Revenue Provision

Appendix 4 - CIPFA Code of Practice on Treasury Management in the Public Services  
Code of Practice and Cross-Sectoral Guidance Notes 2017



**Part A - Affordability**

**Table 1:**

Estimate/Forecast of Ratio of Financing Costs to net revenue stream

G.R.A.	Estimate	3.35%	
	Forecast		2.82%
H.R.A.	Estimate	12.65%	
	Forecast		11.68%

Estimate/Forecast of the incremental impact of capital decisions on the Council Tax

Incremental Increase Band D:

Estimate	Nil
Forecast	Nil

**Prudence:**

**Table 2** £000

Estimate with slippage of capital expenditure

G.R.A.	Estimate with slippage	2,634
H.R.A.	Estimate with slippage	10,652
<b>TOTAL</b>		<b>13,286</b>

Approved Council 13<sup>th</sup> December 2017

**Part B – Treasury Management Prudential Indicators**

**Table 3** £000

Authorised limit for external debt

	Limit	Forecast
Borrowing	110,500	88,212
Other Long Term Liabilities	2,000	440
<b>Total</b>	<b>112,000</b>	<b>88,652</b>

Operational Boundary

	Limit	Forecast
Borrowing	107,500	88,212
Other Long Term Liabilities	600	440
<b>Total</b>	<b>108,100</b>	<b>88,652</b>





**THREE – YEAR PRUDENTIAL INDICATORS**  
**Part A - Affordability**

**Table 4**

Estimate of Ratio of Financing Costs to net revenue stream

	2018-19	2019-20	2020-21
G.R.A.	2.84%	2.78%	2.72%
H.R.A.	11.66%	11.68%	11.59%

Estimate of the incremental impact of capital decision on the Council Tax and HRA rental levels

£	2018-19	2019-20	2020-21
Incremental increase Band D and HRA rental levels	Nil	Nil	Nil

Prudence:

**Table 5**

£ 000' s

	2018-19	2019-20	2020-21
Estimate of capital expenditure			
G.R.A.	1,421	987	987
H.R.A.	13,199	10,037	8,385
	14,620	11,024	9,372

Capital Financing Requirement

G.R.A.	19,590	19,102	18,842
H.R.A.	86,136	87,136	87,136
Total	105,726	106,238	105,978

## Appendix 2

### Part B - Treasury Management Prudential Indicators

**Table 6**

£ 000's	2018-19	2019-20	2020-21
<b>Authorised limit for external debt</b>			
Borrowing	110,000	112,500	112,500
Other Long Term Liabilities	2,000	2,000	2,000
<b>Total</b>	<b>112,000</b>	<b>114,500</b>	<b>114,500</b>
<b>Operational Boundary</b>			
Borrowing	107,500	107,500	107,500
Other Long Term Liabilities	600	750	750
<b>Total</b>	<b>108,100</b>	<b>108,250</b>	<b>108,250</b>

**Table 7 - Borrowing and Interest payment structure**

All fixed rate loans:

£ Value	% Interest Rate	Period	Mat date	£ Int p.a.
4,410,600	3.01	15	28/3/2027	132,759
4,410,600	3.30	20	28/3/2032	145,549
8,821,200	3.44	25	28/3/2037	303,449
8,821,200	3.50	30	28/3/2042	308,742
8,821,200	3.52	35	28/3/2047	310,506
8,821,200	3.53	37	28/3/2049	311,388
8,821,200	3.52	40	28/3/2052	310,506
8,821,200	3.51	42	28/3/2054	309,624
8,821,200	3.50	45	28/3/2057	308,742
8,821,200	3.50	47	28/3/2059	308,742
8,821,200	3.48	50	28/3/2062	306,977

Weighted average interest rate is 3.47%  
 Total interest charge p.a. is £3,056,986

## **Appendix 3**

### **Minimum Revenue Provision (MRP) policy**

#### **M.R.P.**

The basic idea behind the MRP is that a minimum level of funding should be set aside each year for the repayment of borrowing and other long term liabilities.

The Council will charge a minimum MRP of 1% for any items within the Capital Financing Requirement (CFR). However for any new capital projects that increase the CFR, the MRP rate will be determined by the estimated useful life of the capital works.

For example, £1m borrowed to fund a capital project that has a useful life of 40 years, would result in a 2.5% MRP charge of £25,000 p.a. for 40 years. It should be noted that the revenue account would also have to meet the additional interest costs associated with borrowing the sum of £1m.

The value of the usable capital receipts reserve will be deducted from the CFR in calculating the MRP, as this provides a better reflection of the Council's underlying need to borrow. In addition the General Revenue Account MRP calculation also excludes debt taken on in relation to HRA self financing in accordance with Government regulations.

MRP will also be calculated on finance leases in accordance with standard accounting practice.



### **TREASURY MANAGEMENT POLICY STATEMENT**

West Lancashire Borough Council defines the policies and objectives of its treasury management activities within the following paragraphs:

1. The Council defines its treasury management activities as:  
“The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

### **TREASURY MANAGEMENT PRACTICES**

The following Treasury Management Practices (TMPs) set out the manner in which West Lancashire Borough Council will seek to achieve its treasury management policies and objectives, and prescribe how it will manage and control those activities.

TMP 1 - Risk management

TMP 2 - Performance measurement

TMP 3 - Decision-making and analysis

TMP 4 - Approved instruments, methods and techniques

TMP 5 - Organisation, clarity and segregation of responsibilities, and dealing arrangements

TMP 6 - Reporting requirements and management information arrangements

TMP 7 - Budgeting, accounting and audit arrangements

TMP 8 - Cash and cash flow managements

TMP 9 - Money laundering

TMP 10 - Training and qualifications

TMP 11 - Use of external service providers

TMP 12 - Corporate governance

#### **TMP 1 – RISK MANAGEMENT**

West Lancashire Borough Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investments.

The Borough Treasurer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least

annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Council's objectives in this respect, all in accordance with the procedures set out in TMP 6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out section 1 of the attached schedule.

### **[1] credit and counterparty risk management**

The Council will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP 4. Approved instruments, methods and techniques are listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counter party policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

### **[2] liquidity risk management**

The Council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

### **[3] interest rate risk management**

The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP 6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.

### **[4] exchange rate risk management**

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

### **[5] inflation risk management**

The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

### **[6] refinancing risk management**

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the

monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.

#### **[7] legal and regulatory risk management**

The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP 1[1] credit and counterparty risk management, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Council.

#### **[8] fraud, error and corruption, and contingency management**

The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

#### **[9] price risk management**

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

### **TMP 2 – PERFORMANCE MEASUREMENT**

The Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in section 2 of the attached schedule.

### **TMP 3 – DECISION-MAKING AND ANALYSIS**

The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in section 3 of the attached schedule.

#### **TMP 4 – APPROVED INSTRUMENTS, METHODS AND TECHNIQUES**

The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in section 4 of the attached schedule to this document, and within the limits and parameters defined in TMP 1 Risk management.

The Council has reviewed its classification with financial institutions under MIFID II and has determined that whilst there is no requirement to register as a professional client some Building Societies have requested us to do so, and this registration will be undertaken where appropriate.

#### **TMP 5 – ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS**

The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the Borough Treasurer will ensure that the reasons are properly reported in accordance with TMP 6 Reporting requirements and management information arrangements, and the implications properly considered and evaluated.

The Borough Treasurer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover. The Borough Treasurer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out. Furthermore, the Borough Treasurer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in section 5 of the attached schedule.

The delegations to the Borough Treasurer in respect of treasury management are detailed in the Constitution. He will fulfil all such responsibilities in accordance with the Council's policy statement and TMPs, and the Standard of Professional Practice on Treasury Management.

#### **TMP 6 – REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other



factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum, the Council will receive:

- an annual report on the strategy and plan to be pursued in the coming year;
- a mid-year review
- an annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy statement and TMPs.

The Council will receive regular updates on treasury management activities and risks, as part on the corporate budget monitoring process.

The Audit and Governance Committee will have responsibility for the scrutiny of treasury management policies and practices.

The Council will report its treasury management indicators as detailed in the guidance notes to the Code. The present arrangements and the form of these reports are detailed in section 6 of the attached schedule.

### **TMP 7 – BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS**

The staff costs and overheads involved in operating the treasury management function will be included within the Council's treasury management budget.

In addition, the Borough Treasurer will prepare, and the Council will approve, and if necessary from time to time will amend, an annual budget for interest receipts and payments resulting from treasury management activity and for loan repayments. The matters to be included in this budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP 1 Risk management, TMP 2 Performance measurement, and TMP 4 Approved instruments, methods and techniques. The Borough Treasurer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP 6 Reporting requirements and management information arrangements.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

### **TMP 8 – CASH AND CASH FLOW MANAGEMENT**

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Borough Treasurer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Borough Treasurer will ensure that these are adequate for the purposes of monitoring compliance with TMP 1 [1] liquidity risk management. The present arrangements for preparing cash flow projections are set out in section 7 of the attached schedule.

### **TMP 9 – MONEY LAUNDERING**

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counter parties and reporting

suspicious, and will ensure that staff involved in this are properly trained. Instances of this nature should be reported to one of, the Internal Audit Manager or the Borough Solicitor.

### **TMP 10 – STAFF TRAINING AND QUALIFICATIONS**

The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Borough Treasurer will recommend and implement the necessary arrangements.

The Borough Treasurer will ensure that council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively. The present arrangements are detailed in section 8 of the attached schedule.

### **TMP 11 – USE OF EXTERNAL SERVICE PROVIDERS**

The Council recognises that responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed, the monitoring of such arrangements rests with the Borough Treasurer.

### **TMP 12 – CORPORATE GOVERNANCE**

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key recommendations of the Code. This, together with the other arrangements detailed in this report are considered vital to the achievement of proper corporate governance in treasury management, and the Borough Treasurer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

## **SCHEDULE TO TREASURY MANAGEMENT PRACTICES**

### **1 Treasury Management**

The Council will only invest in British Banks, Money Market Funds and Building Societies with the highest credit rating (and local authorities). The counter party limit is currently £5m. The Council engages with Link Asset Services as its Treasury Management advisors however the final decision on investment strategies under taken rests with the Council. The collection of financial data also involves discussions with brokers and access to the quality press to ensure a wide purview of the financial area.

As part of the investment strategy the cash flow management of the Council is always considered in order to ensure adequate liquidity within the system. The Council may borrow in advance of need for the current capital programme or to finance future debt maturities, if there is a clear business case to do so.

The Council has a wide range of systems and procedures in place to detect fraud, error and corruption. For example, there is a money laundering policy, cheques and BACS payments have to be duly signed by a limited number of Officers and arrangements are in place with the bank to detect fraudulent cheques. The Council's Insurance policy covers for a £1m fidelity guarantee, this means that fraud by an employee is covered up to that limit.

The treasury management section will ensure that it complies with the legal and regulatory framework, such as the CIPFA Code of Practice on Treasury Management.

### **2 Performance Measurement**

The performance measure that has been in place for a number of years is a comparison between the investment return obtained compared to the 3 month LIBID rate. The treasury management performance has consistently exceeded this target.

The Council's banking services are subject to a tender process in order to ensure that the service provided meets operational need and provides value for money.

### **3 Decision Making Analysis**

When arriving at Investment decisions the process will include documenting the alternative providers in order to demonstrate that the maximum amount be obtained, taking account of security, liquidity and yield issues.

The Council has long term debt of £88.212m taken out to facilitate HRA self-financing. This debt, with the Public Works Loan Board, was profiled in such a way as to minimise the risks as set out in TMP1.

### **4 Approved Instruments, methods and techniques**

The Council will only employ Investments for fixed periods of less than 364 days in accordance with the details set out in 1 Treasury Management above.

## **5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS**

Each post within the Accountancy section, where appropriate, has their responsibility for treasury management duties clearly defined. This includes arrangements for cover for absences.

There is a clear segregation of duties between those Officers that initiate any investments made and those Officers that approve the transfer of those funds. The bank has in place on line security measures when transferring funds in order to ensure the integrity of these transactions.

The treasury management section gathers information by dialogue with brokers and there use is more confined to the building society **and local authority sector**. Deals that are made with banks are carried out on a direct basis, after analysis of their credit rating and investment returns on offer for the periods in question.

## **6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

There is an annual report submitted to Council prior to the commencement of that year detailing a treasury management strategy and the prudential indicators to be followed for the forthcoming financial period.

During the year reports are submitted to Council on the performance of the treasury management function for the previous year and a mid-year report on the performance of treasury management for the current financial period.

## **7 CASH AND CASH FLOW MANAGEMENT**

Cash flow management is primarily driven by the need to ensure that the Council meets its **regular and significant payments e.g. Precepts, PWLB interest and NNDR tariff central share**. Investments made have this liquidity principle at the forefront of the decision making. **Up to date account statement information is readily available on-line through Bankline plus other on-line monitoring arrangements which have proved beneficial to cash flow management**. The monetary size of creditor payments are monitored to ensure that the Council has adequate funds to manage its liquidity position.

## **8 TRAINING AND QUALIFICATIONS**

Fully experienced and qualified staff are employed in carrying out the treasury management function. Training needs are identified as part of staff appraisals undertaken on an annual basis and monitored throughout the year. Details of training courses are sent to the Council from accountancy firms and treasury management companies on an ad hoc basis and these are assessed on a needs basis.

The Audit and Governance Committee has received training on the treasury management function and future requirements will be assessed to provide this on an on-going basis, when deemed necessary.

## **MANAGEMENT PRACTICES FOR NON-TREASURY INVESTMENTS**

The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes requires careful investment management. Such activity includes loan supporting service outcomes, investments in subsidiaries, and investment property portfolios.

The Council will ensure that all its investments are covered in the capital strategy, investment strategy or equivalent, and will set out, where relevant, the Council's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.

The Council will maintain a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the Council's risk exposure.





COUNCIL: 28 FEBRUARY 2018

---

**Report of: Borough Solicitor**

**Contact for further information: Mrs J Denning (extn 5384)**  
(email: [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk) )

---

**SUBJECT: MAYOR ELECT 2018/19**

---

Wards Affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To seek nominations for the positions of Mayor and Deputy Mayor for 2018/19.

## **2.0 RECOMMENDATION**

2.1 That an indication be given as to the name of the Member to be designated as Mayor-elect for the Municipal Year 2018/19 and the name of the Member to be designated for appointment as the Deputy Mayor.

---

---

## **3.0 BACKGROUND**

3.1 This year the Annual Meeting of the Council will be held on Wednesday 18 May, and, as usual, the first items of business will be to elect the Mayor and appoint the Deputy Mayor for the next Municipal Year.

3.2 As in previous years, it would be helpful if an indication could be given as to the names of the Members likely to be elected as Mayor and the names of the Members likely to be appointed as the Deputy Mayor, to enable those Members to make any necessary arrangements in advance. If no choice is made in advance of the Annual Meeting, the member to be elected would have very little time in which to make appropriate arrangements (for example, with his or her employer).

3.3 It is important that both the member involved and the officers have as much time as possible to make arrangements for the Annual Meeting and indeed for the incoming Mayor's year of office. This would greatly assist in ensuring that the Annual Meeting runs smoothly and that the first weeks of the Mayor's term of office are organised as efficiently as possible.

3.4 In general terms, the points raised above in relation to the Mayor-elect also apply to the position of Deputy Mayor-elect, although, of course, to a lesser extent.

#### **4.0 SUSTAINABILITY IMPLICATIONS**

4.1 There are no significant sustainability impacts associated with this report and in particular, no significant impact on crime and disorder.

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

5.1 The remuneration for the posts of Mayor and Deputy Mayor will remain at the same level for 2018/19, (£8,910 and £1,760 respectively) and these will be funded from existing resources. Following the decision of Council at its meeting on 13 December 2017, a review of the role of the Mayor will be undertaken later this year by the Independent Remuneration Panel, which will be considered at Council in February 2019 under the Scheme of Members Allowances for 2019/20.

#### **6.0 RISK ASSESSMENT**

6.1 It is sensible in the interests of the efficient running of the Council for an indication to be given in advance of the Members to be designated as Mayor elect and Deputy Mayor elect respectively.

---

---

#### **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: 28 February 2018

---

Report of: Borough Solicitor

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

---

SUBJECT: TIMETABLE OF MEETINGS 2018/19

---

Wards affected: Borough wide

## 1.0 PURPOSE OF THE REPORT

1.1 To secure approval to the timetable of meetings for the Municipal Year 2018/19.

## 2.0 RECOMMENDATIONS

2.1 That the timetable for the meetings for the 2018/19 Municipal Year, attached as an appendix to this report, be approved.

---

## 3.0 BACKGROUND AND ISSUES

3.1 It is important to establish a timetable of meetings to enable the work of the Council, its Committees and the Cabinet to operate effectively and to enable Members and Officers to plan work commitments/deadlines.

3.2 The attached timetable has been based on the timetable for the current year, with some changes to reflect issues arising during the year.

3.3 The timetable attempts to ensure good links between Cabinet and Overview & Scrutiny Committee meetings and also to ensure that meetings are held at the most suitable time (such as in late February for setting budgets etc). The regular frequency of Planning Committee meetings is also important to enable the Council to determine planning applications in accordance with statutory and other deadlines. Other meetings are scheduled to give an appropriate number of meetings to enable the work of the Council to be conducted. In this regard the programming of dates for Audit & Governance Committee have been changed from last year to take into consideration changes in regulatory requirements for the production and approval of the Council's Statement of Accounts.

3.4 Since the introduction of Public Speaking, the start time for meetings of Cabinet, Executive Overview & Scrutiny Committee and Corporate & Environmental Overview & Scrutiny Committee have changed to 7.00pm, with meetings of Audit

& Governance Committee starting at 6.30pm and Standards Committee starting at 5.00pm. Start times for Council, Planning Committee and Licensing Committees have continued at 7.30pm.

#### **4.0 SUSTAINABILITY IMPLICATIONS**

4.1 There are no significant sustainability impacts associated with this report and in particular, no significant impact of crime and disorder.

#### **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 A timetable of scheduled meetings is important in enabling the Council to plan the conduct of its business, ensuring that decisions are made at the appropriate time to meet statutory requirements, such as setting the Council Tax.

---

---

#### **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.

#### **Appendix**

Timetable of meetings 2018/19.

**WEST LANCASHIRE BOROUGH COUNCIL**

Appendix

**DRAFT - Timetable of Meetings of Council, Cabinet and Committees - 2018/19**

<b>MEETING</b>	MAY 2018	JUN 2018	JUL 2018	AUG 2018	SEPT 2018	OCT 2018	NOV 2018	DEC 2018	JAN 2019	FEB 2019	MAR 2019	APR 2019	MAY 2019
<b>Council</b> (7.30 pm, Wednesday)	16 Annual		18	<b>R</b>		17		12		27		10	15 Annual
<b>Cabinet</b> (7.00 pm, Tuesday)		12		<b>E</b>	11		6		15		12		
<b>Executive Overview and Scrutiny Committee</b> (7.00 pm, Thursday)		28		<b>C</b>	27		22		31		28		
<b>Corporate and Environmental Overview &amp; Scrutiny Committee</b> (7.00 pm –Thursday)			12	<b>E</b>		11		6			7		
<b>Licensing and Appeals Committee</b> (7.30 pm, Tuesday)		5	10	<b>S</b>		9		4		12		2	
<b>Audit and Governance Committee</b> (6.30 pm, Tuesday)	29		31	<b>S</b>		30			29				28
<b>Planning Committee</b> (7.30 pm, Thursday)	24	21	26		6	18	29		10	21	29	26	31
<b>Standards Committee</b> (5.00pm, Tuesday)					18						19		

Page 903

**Notes:**

1. Licensing & Gambling Committee meets at 7.00pm on the same day as Licensing & Appeals Committee (only if there is business to discuss).
2. Dates for all other meetings will be convened on an ad-hoc basis.
3. Public Holidays – 28 May, 27 August, 25 & 26 December 2018, 1 January 19, 22 April and 6 May 2019.
4. Elections – 2 May 2019 – Borough



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

Document is Restricted

