



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

Wednesday, 21 March 2018

TO: COUNCILLORS **J BULLOCK, M MILLS, I ASHCROFT, MRS M BLAKE, J DAVIS,
N DELANEY, P HUDSON, F MCKENNA, P MOON,
R PENDLETON, E POPE, L SAVAGE, D WESTLEY,
D WHITTINGTON AND C WYNN**

Dear Councillor,

A meeting of the **EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **CABINET/COMMITTEE ROOM, 52 DERBY STREET, ORMSKIRK L39 2DF** on **THURSDAY, 29 MARCH 2018 at 7.00 PM** at which your attendance is requested.

Yours faithfully

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

Kim Webber
Chief Executive

AGENDA
(Open to the Public)

- 1. APOLOGIES**

- 2. MEMBERSHIP OF THE COMMITTEE**

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

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

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

4. DECLARATIONS OF INTEREST

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344

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.)

5. DECLARATIONS OF PARTY WHIP

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

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

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

6. PUBLIC SPEAKING

345 -
352

Residents of West Lancashire on giving notice, may address the meeting to make representations on any item on the agenda except where the public and press are to be excluded during consideration of the item. The deadline for submissions is 10.00am on Friday 23 March 2018. A copy of the public speaking protocol and form to be completed is attached.

7. MINUTES

353 -
356

To receive as a correct record the Minutes of the meeting held on 25 January 2018.

8. RELEVANT MINUTES OF CABINET

To scrutinise the following Minutes of Cabinet held on 28 February 2018 and 13 March 2018.

8a WEDNESDAY, 28 FEBRUARY 2018

357 -
364

8b TUESDAY 13 MARCH 2018

365 -
372

- | | | |
|------------|--|--------------|
| 9. | CORPORATE PERFORMANCE MANAGEMENT 2018/19 | 373 -
386 |
| | To consider the report of the Director of Housing and Inclusion. | |
| 10. | COUNCIL PLAN 2018/19 - 2020/2021 | 387 -
414 |
| | To consider the report of the Chief Executive. | |
| 11. | GENERAL REVENUE ACCOUNT BUDGET MONITORING | 415 -
420 |
| | To consider the report of the Borough Treasurer. | |
| 12. | HRA REVENUE AND CAPITAL MONITORING | 421 -
430 |
| | To consider the report of the Director of Housing and Inclusion and Borough Treasurer. | |

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:-
John Addison on 01695 585016
Or email John.Addison@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

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

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

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

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

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

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

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

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

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

'a connected person' means

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

'body exercising functions of a public nature' means

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

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

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

PUBLIC SPEAKING – PROTOCOL

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

1.0 Public Speaking

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

2.0 Deadline for submission

- 2.1 The prescribed form should be received by Member Services by 10.00 am on the Friday of the week preceding the meeting. This can be submitted by e-mail to member.services@westlancs.gov.uk or by sending to:

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

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

3.0 Scope

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

4.0 Number of items

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

5.0 At the Meeting

- 5.1 Speakers will be shown to their seats. At the commencement of consideration of each agenda item the Leader/Chairman will invite members of the public to make their representations. Residents will have up to 3 minutes to address the meeting. The address must reflect the issue included on the prescribed form submitted in advance.
- 5.2 Members may discuss what the speaker has said along with all other information, when all public speakers on that item have finished and will then make a decision. Speakers should not circulate any supporting documentation at the meeting and should not enter into a debate with Councillors.
- 5.4 If residents feel nervous or uncomfortable speaking in public, then they can ask someone else to do it for them. They can also bring an interpreter if they need one. They should be aware there may be others speaking as well.
- 5.5 Speakers may leave the meeting at any time, taking care not to disturb the meeting.

(Please see attached form.)

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(Please see attached form.)



REQUEST FOR PUBLIC SPEAKING AT MEETINGS

MEETING & DATE

NAME

ADDRESS

Post Code

PHONE

Email

Please indicate if you will be in attendance at the meeting

YES/NO*

*delete as applicable

Note: This page will not be published.

(P.T.O.)

PLEASE PROVIDE DETAILS OF THE MATTER YOU WISH TO RAISE

Agenda Item Number

Title

Details

.....

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.....

.....

Name

Dated

Completed forms to be submitted by 10.00am on the Friday of the week preceding the meeting to:-

*Member Services, West Lancashire Borough Council, 52 Derby Street, Ormskirk, Lancashire, L39 2DF or
Email: member.services@westlancs.gov.uk*

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

Note: This page will be published.



REQUEST FOR PUBLIC SPEAKING AT MEETINGS

MEETING & DATE

NAME

ADDRESS

Post Code

PHONE

Email

Please indicate if you will be in attendance at the meeting

YES/NO*

*delete as applicable

Note: This page will not be published.

(P.T.O.)

Agenda Item 7

EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

HELD: Thursday, 25 January 2018

Start: 7.00 pm

Finish: 8.25 pm

PRESENT:

Councillor: J Bullock (Chairman)

Councillors: M Mills (Vice Chairman) I Ashcroft
Mrs M Blake N Delaney
P Moon R Pendleton
E Pope L Savage
D Westley D Whittington
C Wynn

Officers: Jacqui Sinnott-Lacey, Director of Housing and Inclusion
Mike Kostrzewski, Deputy Borough Treasurer
Tina Sparrow, Principal Solicitor
Leigh McFarlane, Housing Operations Manager
Nicola Bradley, Housing Needs & Allocations Manager
Jacky Denning, Assistant Member Services Manager

26 APOLOGIES

Apologies for absence were received on behalf of Councillors John Davis and Phil Hudson.

27 MEMBERSHIP OF THE COMMITTEE

There were no changes to the Membership of the Committee.

28 URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN

There were no items of urgent business.

29 DECLARATIONS OF INTEREST

There were no declarations of interests.

30 DECLARATIONS OF PARTY WHIP

There were no Declarations of Party Whip.

31 PUBLIC SPEAKING

There were no items under this heading.

32 MINUTES

RESOLVED: That the minutes of the meeting held on the 23 November 2017 be received as a correct record and signed by the Chairman.

33 RELEVANT MINUTES OF CABINET

Consideration was given to the minutes of the meeting of Cabinet held on 9 January 2018.

Comments and questions were raised in respect of Minute 62 'Community Infrastructure Levy (CIL) Funding Programme 2018/19, particularly in relation to:

- The public consultation
- Member involvement in the process

RESOLVED: A. That the minutes of the Cabinet meeting held on 9 January 2018 be noted.

- B. That the comments of the Committee in relation to the concerns raised in respect of the lack of Member involvement in the process be reported to the Portfolio Holder.

34 CALL-IN

There were no items under this heading.

35 DRAFT HOUSING ALLOCATIONS AND PET POLICY

Consideration was given to the report of the Director of Housing and Inclusion as contained on pages 195 to 266 of the Book of Reports, which considered the Draft Housing Allocations and Pet Policy previously considered and approved for consultation at the meeting of Cabinet held on 9 January 2018.

Comments and questions were raised in respect of the following:

- Homelessness qualification for under 18's
- The percentage of vacant properties
- Potential for increase in homelessness levels due to changes in private sector landlords in relation to Income Tax
- Social activities – may increase demand levels in sheltered accommodation
- Concerns in relation to lowering of the age policy in sheltered accommodation
- Grouping of areas that have a local connection criteria
- Right to Work Regulations and Agricultural Workers
- Affordability assessments welcomed
- Concerns with problems associated with dogs barking, fouling etc
- The size of the dog shouldn't be specified
- Dogs should only be allowed in ground floor flats
- The benefits of having pets which can help prevent loneliness
- Cats should be expanded to two
- A definition is required when describing what small reptiles are
- The wording at 7.1 of the Pet Policy in relation to Pet Insurance should be reviewed to consider affordability issues

RESOLVED: A. That the comments on the Draft Housing Allocations Policy and Pet Policy be submitted to the Director of Housing and Inclusion and fed into the consultation process.

B. That the Draft Housing Allocations Policy and Pet Policy be submitted to a future meeting of the Committee in order to consider the results of the consultation.

36 DRAFT REVENUE BUDGET 2018-2019

Consideration was given to the report of the Borough Treasurer, as contained on pages 267 to 274 of the Book of Reports, that provided a summary of the current General Revenue Account budget position.

Questions were raised in respect of the 2% pay claim offer and the Local Government Finance Settlement figure.

RESOLVED: That the budget position be noted.

37 MEDIUM TERM CAPITAL PROGRAMME

Consideration was given to the report of the Borough Treasurer as contained on pages 275 to 286 of the Book of Reports which set out details on the General Revenue Account (GRA) medium term capital receipt programme position for the next three years.

Comments and questions were raised in respect of the following:

- The number of Asset Sale Proceeds
- Right to buys and the impact on the Housing Revenue Account

The Director of Housing and Inclusion gave an undertaking to provide Members with the number of total Council housing the Council currently has.

RESOLVED: That the report be noted.

38 HOUSING ACCOUNT - REVENUE AND CAPITAL PROGRAMME

Consideration was given to the joint report of the Director of Housing and Inclusion and Borough Treasurer, as contained on pages 287 to 306 of the Book of Reports, which provided a summary of the Housing Account financial position.

RESOLVED: That the report be noted.

.....
Chairman

Agenda Item 8a

CABINET

HELD: Wednesday, 28 February 2018

Start: 6.00pm

Finish: 6.12pm

PRESENT: Councillor Ian Moran (Leader,
In the Chair)

Portfolio

Councillors	Councillor Yvonne Gagen	Deputy Leader of the Council and Portfolio Holder for Leisure & Human Resources
	Councillor Claire Cooper	Portfolio Holder for Communities and Older People
	Councillor Jenny Forshaw	Portfolio Holder for Housing and Landlord Services
	Councillor John Hodson	Portfolio Holder for Planning
	Councillor Kevin Wilkie	Portfolio Holder for Street Scene
	Councillor Kevin Wright	Portfolio Holder for Health and Community Safety
	Councillor Adam Yates	Portfolio Holder for Finance

In attendance:
Councillors G Hodson, D Westley

Officers:
Kim Webber, Chief Executive
Jacqui Sinnott-Lacey, Director of Housing and Inclusion
John Harrison, Director of Development and Regeneration
Terry Broderick, Borough Solicitor
Heidi McDougall, Director of Leisure & Environment
Marc Taylor, Borough Treasurer
Chris Twomey, Deputy Director of Housing & Inclusion
Sue Griffiths, Principal Member Services Officer

70 **APOLOGIES**

There were no apologies for absence.

71 **SPECIAL URGENCY (RULE 16 ACCESS TO INFORMATION PROCEDURE
RULES)/URGENT BUSINESS**

There were no items of special urgency.

72 **DECLARATIONS OF INTEREST**

Councillor Wright declared a non-pecuniary interest in agenda item 5(c) (Review of

Pay and Display Parking and Charges) in view of him being a blue badge holder.

73 **PUBLIC SPEAKING**

There were no items under this Heading.

74 **MATTERS REQUIRING DECISIONS**

Consideration was given to the report relating to the following matters requiring decisions as circulated and contained on pages 1165 to 1271 and 1279 – 1281 of the Book of Reports.

75 **SUSTAINABLE ORGANISATION REVIEW**

The Leader introduced the report of the Chief Executive which sought agreement for a review of the Council's operating model and identification of opportunities for further income generation and efficiencies with the aim of ensuring delivery of the Council's vision, key priorities, maintenance of service provision and financial sustainability beyond 2020/2021.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the Council's financial position be noted.
- (B) That a Sustainable Organisation Review be undertaken adopting Option 3 at paragraph 6.1 of the report as the preferred approach.
- (C) That a Sustainable Organisation Review Cabinet Working Group be established, with the membership and functions set out at Appendix 1 to the report, and the respective Leaders provide to the Borough Solicitor details of named Councillors to fill the positions agreed.
- (D) 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.
- (E) That the Governance Arrangements set out at paragraphs 7.1-7.2 of the report be noted, and that the Chief Executive report on the Sustainable Organisation Review as set out at paragraph 7.1 of the report.

76 **FORMING A DEVELOPMENT COMPANY - OPTIONS APPRAISAL**

Councillor Forshaw introduced the report of the Director of Housing and Inclusion which sought authority for further preparation for the formation of a Development Company in order to drive forward the commercial ambitions of the Council.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the Development Objectives set out in paragraph 3.2 of the report be approved.
- (B) That the formation of a single Development Company (Option 2 at paragraph 4.2 of the report) be endorsed as the best approach to delivering the Development Objectives set out in paragraph 3.2 of the report.
- (C) That the indicative implementation plan to establish a proposed Development Company set out in Appendix 5 to the report be endorsed.
- (D) That the Director of Housing and Inclusion in consultation with the relevant Portfolio Holders be authorised to put in place arrangements to form a Development Company in shadow format as identified at paragraph 7.8 of the report.
- (E) That a further report be presented to Council to consider finalising the establishment of the Development Company including presentation of a full business case and proposals for appointment of Directors to the Company.

77 **REVIEW OF PAY AND DISPLAY PARKING AND CHARGES**

Councillor J Hodson introduced the report of the Director of Development and Regeneration which considered proposed changes to the existing charging structure of the Council's pay and display car parks in Ormskirk Town Centre.

A motion was circulated by Councillor J Hodson and the Director of Development and Regeneration submitted additional information in relation to the motion.

In reaching the decision below, Cabinet considered the motion from Councillor J Hodson, the additional information from the Director of Development and Regeneration and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Director of Development and Regeneration be authorised to make an order to introduce revised pay and display and parking permit charges on the Council's pay and display car parks in Ormskirk Town Centre as set out below:-

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 9 hours	£1.70	£2.00

(B) That the annual cost of car parking permits be increased from £195 to £250.

(C) That the provision of 3 hours free parking in marked disabled spaces for Blue Badge Holders be continued.

- (D) 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.
- (E) That the new charging structure for the Council's pay and display car parks in Ormskirk Town Centre be monitored over a 12 month period in order to assess the outcomes.

78 REVIEW OF GROUNDS MAINTENANCE AND STREET CLEANSING

Councillor Wilkie introduced the report of the Director of Leisure and Environment which provided an update on the progress of the grounds maintenance and street cleansing review and proposed a way forward in order to deliver an action plan to achieve the proposed savings.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the findings of the review, attached in Appendix 1 to the report are noted.
- (B) That the action plan attached in Appendix 2 to the report is agreed and Council be requested to provide funding for the capital items outlined.
 - (C) That the efficiency savings of £30,000 in 2018/19 are agreed and a future report be brought to Cabinet and Council on completion of further works to outline the savings for 2019/20.
 - (D) 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.
 - (E) That this item 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.

79 **RECYCLING/GARDEN WASTE BIN INITIATIVE**

Councillor Wilkie introduced the report of the Director of Leisure and Environment which sought agreement to the change of use of the green garden waste bin for paper/cardboard and the introduction of a brown bin for garden waste in order to improve the recycling and garden waste service for residents and improve the future efficiency of the service.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) 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.
- (B) 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.
- (C) 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.
- (D) That this item 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.

80 **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 item 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.

81 **MATTER REQUIRING DECISION**

Consideration was given to the private & confidential report relating to the following matter requiring a decision as contained on pages 1273 – 1277 of the Book of Reports.

82 LAND TO THE SOUTH OF DEGRAVE HOUSE, WHITEMOSS BUSINESS PARK, SKELMERSDALE

The Leader introduced the report of the Director of Development and Regeneration which provided an understanding of the reasons for the acquisition of the subject land and sought authority to purchase said land.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Director of Development and Regeneration be authorised to take all necessary steps to proceed with the acquisition of the subject land as set out at paragraph 5.2 of the report.

(B) That this item is not appropriate for call-in due to the need to expedite the proposed acquisition of the site for the reasons set out at paragraph 7.1 of the report.

.....
Leader

Agenda Item 8b

CABINET

HELD: Tuesday, 13 March 2018

Start: 7.00pm
Finish: 7.10 pm

PRESENT: Councillor Ian Moran (Leader,
In the Chair)

Portfolio

Councillors:	Councillor Yvonne Gagen	Deputy Leader of the Council and Portfolio Holder for Leisure & Human Resources
	Councillor Claire Cooper	Portfolio Holder for Communities and Older People
	Councillor Jenny Forshaw	Portfolio Holder for Housing and Landlord Services
	Councillor John Hodson	Portfolio Holder for Planning
	Councillor Kevin Wilkie	Portfolio Holder for Street Scene
	Councillor Kevin Wright	Portfolio Holder for Health and Community Safety
	Councillor Adam Yates	Portfolio Holder for Finance

In attendance:
Councillors Councillor Dowling

Officers:
Kim Webber, Chief Executive
Jacqui Sinnott-Lacey, Director of Housing and Inclusion
John Harrison, Director of Development and Regeneration
Heidi McDougall, Director of Leisure & Environment
Marc Taylor, Borough Treasurer
Matthew Jones, Legal and Member Services Manager
Sue Griffiths, Principal Member Services Officer

83 **APOLOGIES**

There were no apologies for absence.

84 **SPECIAL URGENCY (RULE 16 ACCESS TO INFORMATION PROCEDURE
RULES)/URGENT BUSINESS**

There were no items of special urgency.

85 DECLARATIONS OF INTEREST

1. Councillors Forshaw and Wilkie (tenants of Council accommodation) and Wright (connected person tenant of Council accommodation) declared disclosable pecuniary/pecuniary interests in agenda item 7(d) (HRA Revenue and Capital Monitoring) and 7(j) (Property Compliance Policies) but considered they were entitled to speak and vote by virtue of an exemption as nothing in the report relates particularly to the relevant tenancy or lease.
2. Councillor J Hodson declared a non-pecuniary interest in agenda item 7(k) (Homelessness Reduction Act 2017) in view of him being a landlord and the document contained references to private landlords.

86 PUBLIC SPEAKING

There were no items under this heading.

87 MINUTES

RESOLVED That the minutes of the Cabinet meetings held on 9 January and 28 February 2018 (Extraordinary) be received as a correct record and signed by the Leader.

88 FLOODING IN THE BOROUGH - ITEM REFERRED FROM CORPORATE & ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE

Councillor J Hodson introduced the report of the Borough Solicitor which set out the resolution of the Corporate & Environmental Overview and Scrutiny Committee at its meeting on 4 January 2018 in relation to the presentation made by United Utilities on flooding and the wastewater network operations and services in the Borough.

The report included the comments of the Director of Development and Regeneration in respect of the decision of the Committee and went on to advise that it would be a matter for Council if Members considered supporting the resolution.

A motion from Councillor J Hodson was circulated at the meeting.

In reaching the decision below, Cabinet considered the motion from Councillor J Hodson and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED That resolution 48(B) of the Corporate and Environmental Overview and Scrutiny Committee held on 4 January 2018 be supported and that this item be referred to Council, requesting that Council consider lobbying the government in relation to the reduction in funding for statutory services, in particular the general under investment in improving the waste sewerage systems.

89 MATTERS REQUIRING DECISIONS

Consideration was given to the report relating to the following matters requiring decisions as circulated and contained on pages 1305 – 1538 of the Book of Reports.

90 USE OF S106 MONIES IN SKELMERSDALE

Councillor Gagen introduced the report of the Director of Leisure and Environment which considered a proposal in respect of the use of Section 106 monies for the enhancement of public open space provision in Skelmersdale.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED That the use of £175,622 of S106 monies be approved to enable improvements to be made in Tawd Valley Park.

91 RISK MANAGEMENT

Councillor Yates introduced the report of the Borough Treasurer which provided details on the key risks facing the Council and how they are managed, and sought approval to changes to the Risk Management Policy.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the progress made in relation to the management of the risks shown in the Key Risks Register at Appendix A to the report be noted and endorsed.

(B) That the updated Risk Management Policy at Appendix B to the report be approved.

92 GENERAL REVENUE ACCOUNT BUDGET MONITORING

Councillor Yates introduced the report of the Borough Treasurer which provided a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the financial position of the GRA be noted including the position on reserves and balances.

- (B) That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.

93 HRA REVENUE AND CAPITAL MONITORING

Councillor Forshaw introduced the joint report of the Director of Housing and Inclusion and the Borough Treasurer which provided an update on the current position of the 2017-18 Housing Revenue Account (HRA) and Council Housing Capital Investment Programme.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the financial position in respect of the 2017-18 HRA and Council Housing Capital Investment Programme be noted.

- (B) That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.

94 DEVELOPING AN ORMSKIRK BUSINESS IMPROVEMENT DISTRICT

The Leader introduced the report of the Director of Development and Regeneration which provided a summary of the report prepared by Groundwork Ltd. and sought agreement to the next steps in relation to the development of a BID for Ormskirk.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That subject to a BID Steering Group being formed by the private sector businesses of Ormskirk the development of a BID be taken forward by this group.

- (B) That the development of a BID for Ormskirk be supported by the Council.
- (C) That officers support the Town Centre Management Group and any future BID Steering Group in activities to develop a BID.
- (D) That, should an application be made by the Town Centre Management Group/BID Steering Group to the MHCLG (Ministry of Housing, Communities and Local Government) BID loan fund, that the application be supported by the Council and that the Council act as the accountable body for the loan.

- (E) That delegated authority be given to the Director of Development & Regeneration to oversee utilisation of the loan (if approved by the MHCLG).
- (F) That the Council draws up and publishes baseline agreements relating to the Council's statutory obligations within the BID area.
- (G) That the Council administer any BID ballot.
- (H) That the proposed timeline as evidenced in Appendix C to the report be approved.

95 **QUARTERLY PERFORMANCE INDICATORS (Q3 2017/18)**

The Leader introduced the report of the Director of Housing and Inclusion which presented performance monitoring data for the quarter ended 31 December 2017.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Council's performance against the indicator set for the quarter ended 31 December 2017 be noted.

- (B) That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 1 March 2018.

96 **CORPORATE PERFORMANCE MANAGEMENT 2018/19**

The Leader introduced the report of the Director of Housing and Inclusion which sought approval of the Suite of Performance Indicators to be adopted as the Council's Corporate PI Suite 2018/19.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Suite of Performance Indicators 2018/19 (Appendix A) and targets identified be approved and adopted as the Council's Corporate PI Suite 2018/19.

- (B) That the Director of Housing & Inclusion, in consultation with the Leader of the Council as Portfolio Holder, be authorised to finalise and amend the suite having regard to agreed comments from Executive Overview and Scrutiny Committee made on 29 March 2018, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.

- (C) That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 29 March 2018.

97 COUNCIL PLAN 2018/19 - 2020/2021

The Leader introduced the report of the Chief Executive which sought approval of the Council Plan 2018/19 – 2019/21.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the “Council Plan 2018/19 – 2020/21” attached as Appendix A to the report be approved and referred to Council for adoption.
- (B) That authority is given to the Chief Executive in consultation with the Leader to make any final amendments to the document, prior to publication.
 - (C) That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.

98 ORMSKIRK NIGHT MARKETS AND TOWN CENTRE EVENTS

Councillor J Hodson introduced the report of the Director of Development and Regeneration which sought approval of a way forward to facilitate the successful implementation of a series of night markets and other events in Ormskirk Town Centre in conjunction with the Ormskirk Business Action Group and other appropriate community/business organisations.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the Director of Development and Regeneration, in consultation with the relevant Portfolio Holder, be authorised to submit an application for a Premises Licence under the Licensing Act 2003 and to authorise regulated entertainment and sale of alcohol which would enable the night markets and other themed events in Ormskirk Town Centre to proceed.
- (B) That the Director of Development and Regeneration be authorised to develop a code of conduct under which any night market or other event must operate for agreement with the organising body and to review these as appropriate.

99 PROPERTY COMPLIANCE POLICIES

Councillor Forshaw introduced the report of the Director of Housing and Inclusion which presented and sought approval of policies in relation to five main areas of property compliance.

Additional information from the Director of Housing and Inclusion and minute No. 25 of the Landlord Services Committee (Cabinet Working Group) held on 8 March 2018 was circulated at the meeting.

In reaching the decision below, Cabinet considered the additional information, the minute of Landlord Services Committee (Cabinet Working Group) and the details as set out in the report before it and accepted the reasons contained

RESOLVED (A) That the policies set out at Appendices A to E (amended by the additional information) be approved.

(B) That the Director of Housing and Inclusion be given delegated authority to make minor amendments to the policies in line with any legislative changes in the future.

100 HOMELESSNESS REDUCTION ACT 2017

Councillor Wright introduced the report of the Director of Housing and Inclusion which advised on changes to homelessness legislation arising from the Homelessness Reduction Act 2017 and sought approval to put in place appropriate arrangements.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Director of Housing and Inclusion be authorised to implement the new powers contained within the Homelessness Reduction Act 2017.

(B) That the Homelessness Prevention Fund Policy 2018 (Appendix 1 to the report) be approved.

- (C) That the Director of Housing and Inclusion be authorised to amend the policy approved at (B) above to take account of any minor amendments as a result of legislative changes.
- (D) That the call-in procedure is not appropriate for this item as processes need to be established before the legislation comes into place in April 2018.

.....
Leader



CABINET: 13 March 2018

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
29 March 2018**

Report of: Director of Housing and Inclusion

Relevant Portfolio Holder: Councillor I Moran

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

SUBJECT: CORPORATE PERFORMANCE MANAGEMENT 2018/19

Borough wide interest

1.0 PURPOSE OF THE REPORT

- 1.1 To seek approval for the Suite of Performance Indicators (Appendix A) to be adopted as the Council's Corporate PI Suite 2018/19.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That the Suite of Performance Indicators 2018/19 (Appendix A) and targets identified be approved and adopted as the Council's Corporate PI Suite 2018/19.
- 2.2 That the Director of Housing & Inclusion, in consultation with the Leader of the Council as Portfolio Holder, be authorised to finalise and amend the suite having regard to agreed comments from Executive Overview and Scrutiny Committee made on 29 March 2018, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.
- 2.3 That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 29 March 2018.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

- 3.1 That the Committee consider the Suite of Performance Indicators 2018/19 (Appendix A) and agree comments as appropriate.
-

4.0 BACKGROUND

4.1 The corporate suite of performance indicators is reported to provide information about service areas and where indicators are relevant help demonstrate performance against the priorities agreed by Members through the Council Plan. The suite assists the authority to understand how well it is performing and provides information as to whether the organisation is on track to achieve the priorities.

4.2 As part of the development of the Council Plan 2018/19, a review of the 2017/18 suite of performance indicators was undertaken, including consideration of the Corporate & Environmental Overview and Scrutiny Committee request to review the target for NI157a, Processing of Major Planning Applications. The review resulted in revision to some targets, as well as changes around indicators as follows.

- The addition of a wider range of compliance indicators relating to the housing stock:
 - HS22a % of properties with a valid Landlord Gas Safety Record for all homes and buildings owned or managed by WLBC which require one.
 - HS23a % of properties covered by a suitable 'in date' water hygiene risk assessment (no older than 2 years) in place for all buildings owned or managed by WLBC which require one.
 - HS24a % of properties with a valid Electrical Installation Condition Report for all homes and buildings owned or managed by WLBC which require one.
 - HS25a % of non-domestic (communal) and 'other' asset numbers with an 'in-date' asbestos management survey/re-inspection which require one.
 - HS26a % of properties with a valid in date fire risk assessment in place for all buildings owned or managed by WLBC which require one.
- The replacement of HS13 % LA properties with Landlord Gas Safety Record Outstanding with HS22a above (once reporting processes are developed), and the replacement of WL08a Number of Crime Incidents with indicators WLBC are more directly responsible for:
 - WL124 No. observations/incidents the CCTV operatives are involved in
 - WL125 No. arrests that CCTV operators were involved in
 - WL126 No. incidents identified by the operators through general monitoring.
- The addition of digital data to reflect the Council's journey towards channel shift:
 - WL85a Website: no. visits
 - WL85aa Website: number of unique visitors
 - WL85b Website: use of online forms
 - WL85c Website: no. online payments
- The addition of annual survey data to better reflect the priorities of Engage/empower and Promoting the Borough:
 - CIT14 % of residents who feel the Council keeps them well informed about its services and benefits
 - CIT16 % of residents who feel they belong to their local area

Further details of the changes are provided in the Appendix.

4.2 It is recommended that targets for performance in 2018/19 are set to be challenging but realistic. In most cases given resources this means that targets are maintained as for 2017/18, but where circumstances suggest that PIs/targets

need to vary then an explanation for the proposed change is provided in the table.

4.3 As in previous years, PI targets are reviewed and agreed with Heads of Service and Portfolio Holders prior to submission to committee. Targets for the Revenue & Benefits and ICT Services are determined via the Shared Services contractual process with input from the Director of Housing & Inclusion in consultation with the Portfolio Holder/s.

4.4 There are therefore 63 proposed performance indicators/data items within the suite that will be reported at year end for 2018/19. Of these, 38 are the 'key performance indicators' which will be reported to Members on a quarterly basis as indicated in the Appendix. Performance plans will be provided where identified actions can be expected to make a difference to future outturn or provide further detail on any underperformance. The remainder of the PIs will be reported annually. The full suite outturn will be reported with the Annual Council Plan Report.

5.0 SUSTAINABILITY IMPLICATIONS

5.1 The information set out in this report aims to help the Council to improve and sustain service performance.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 There are no significant financial or resource implications arising from the recommendations within this report. Several of the indicators/data items report against use of resources, helping to monitor and manage these appropriately within the authority.

7.0 RISK ASSESSMENT

7.1 Monitoring and managing performance information data together with the monitoring of progress against the Council Plan helps the authority to ensure it is achieving its priorities and reduces the risk of not doing so.

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 a direct impact on members of the public, employees, elected members and/or stakeholders. Therefore no equality impact assessment is required.

Appendices

Appendix A – Proposed 2018/19 Corporate Performance Indicator Suite

Appendix B - Minute of Cabinet 13 March 2018 (Executive Overview and Scrutiny Committee only) – to follow

APPENDIX A: PROPOSED PERFORMANCE INDICATOR SUITE 2018/19

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
HS1 % Housing repairs completed in timescale	96.56%	96.39%	97.22%	97.00%	97.00%			Tangible/visible	Q/Annual
HS13 % LA properties with Landlord Gas Safety Record outstanding	0.1%	0.13%	0.19%	0.00%	0.00%	Target based on legal requirement for all eligible properties to have a certificate. This PI is proposed for replacement once new gas compliance PI (HS22a below) can be reported at the end of Q2 18/19	Yes – propose replacement	Corporate/service delivery or support	Q/Annual
HS22a % of properties with a valid Landlord Gas Safety Record for all homes and buildings owned or managed by WLBC which require one.	~	~	~	~	100%	Replacing existing Gas Certificate PI to reflect new policies and management. One of a suite of service PIs that manage WLBC regulatory responsibilities with regard to gas safety. Target based on legal requirements. Data will only be available for Q2 2018/19 onwards, since we are currently developing appropriate and robust recording and reporting processes.	NEW/ Replacement	Corporate/service delivery or support	Q/Annual
HS23a % of properties covered by a suitable 'in date' water hygiene risk assessment (no older than 2 years) in place for all buildings owned or managed by WLBC which require one.	~	~	~	~	100%	One of a suite of service PIs that manage WLBC regulatory responsibilities with regard to water hygiene safety and preventing exposure to legionella. Target based on legal requirements. Data will only be available for Q2 2018/19 onwards, since we are currently developing appropriate and robust recording and reporting processes.	NEW	Corporate/service delivery or support	Q/Annual
HS24a % of properties with a valid Electrical Installation Condition Report for all homes and buildings owned or managed by WLBC which require one.	~	~	~	~	100%	One of a suite of service PIs that manage WLBC regulatory responsibilities with regard to electrical safety. Target based on legal requirements. Data will only be available for Q2 2018/19 onwards, since we are currently developing appropriate and robust recording and reporting processes.	NEW	Corporate/service delivery or support	Q/Annual
HS25a The total number of non-domestic (communal) and 'other' asset numbers 'at risk' that require an asbestos management survey/re-inspection	~	~	~	~	0	One of a suite of service PIs that manage WLBC regulatory responsibilities with regard to asbestos. Target based on legal requirements. Data will only be available for Q2 2018/19 onwards, since we are currently developing appropriate and robust recording and reporting	NEW	Corporate/service delivery or support	Q/Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
						processes.			
HS26a % of properties with a valid in date fire risk assessment in place for all buildings owned or managed by WLBC which require one	~	~	~	~	100%	One of a suite of service PIs that manage WLBC regulatory responsibilities with regard to fire safety. Target based on legal requirements. Data will only be available for Q2 2018/19 onwards, since we are currently developing appropriate and robust recording and reporting processes.	NEW	Corporate/service delivery or support	Q/Annual
HS14 % non-decent council homes	0.39%	0.30%	0.25%	0.25%	0.20%	To reflect ongoing investment in housing stock.	Y - target	Tangible/visible	Annual
Page 378 TS10 Rent Collected as a % of rent owed (excluding arrears)	98.65	99.81	99.09	99.00	99.50	Universal Credit (UC) full service went live from December 2017. Rent income received through UC housing costs will now have an impact on this PI. (Data is currently showing UC housing costs direct at 52% compared to HB payments direct at 60%). We will receive UC income 4 weeks in arrears unlike HB income which is received weekly. These factors have been considered in setting the target for the coming year. Further profiling will be undertaken during the financial year to understand ongoing impact and to maximise performance.	Y - target	Corporate/service delivery or support	Q/Annual
TS11 % of rent loss through dwellings being vacant	1.69%	1.75%	1.79%	2.00%	1.90%	This indicator identifies how much income is lost through properties being vacant. 2018/19 target has been based on an improvement plan having benchmarked performance with other landlords to achieve continuous improvement and reduce income loss.	Y - target	Corporate/service delivery or support	Q/Annual
WL90 % of Contact Centre calls answered	92.4%	92.0%	93.0%	91.0%	88.0%	Consistently high call answering rates and low wait times actively encourages customers to contact the Council by phone which reduces the need for them to self-serve. Whilst maintaining an efficient contact centre remains integral to our customer service, this needs to be balanced with the promotion of other access routes for services in line with key elements of the Council's Plan to encourage self-service and delivering ongoing	Y - target	Corporate/service delivery or support	Q/Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
Page 379						<p>service efficiencies.</p> <p>The successful launch of the garden waste collection service resulted in 70% of subscriptions being completed online; this is the first time that online transactions have exceeded phone interactions for the same service. This was a direct result of active promotion of the online subscription service via the Contact Centre's Interactive Voice Response (IVR), which encouraged customers to hang up and sign up online. This subsequently counts as an abandoned call and impacts on this performance indicator.</p> <p>The same approach will be taken during the roll out of the second year of garden waste subscriptions in addition to opening up the online subscription service earlier than phone subscriptions, to further encourage online take up of the service. Other significant changes to Street Scene Services during 18/19 will also generate high call volumes and the revised target is considered to be a challenging but realistic target.</p>			
WL108 Average answered waiting time for callers to the contact centre (seconds)	30.00	51.00	60.00	60.00	Reflect annual outturn	<p>Since this PI was introduced the contact centre service has developed to provide greatly increased call resolution at first point of contact which has resulted in call duration being longer. The year to date figure at the time of this report is currently at 1 minute 46 seconds, which is above the 60 second target. Whilst maintaining an efficient contact centre remains integral to our customer service, the resourcing of this needs to be balanced with the promotion of other access routes for services in line with key elements of the Council's Plan to encourage self-service and</p>	Y - target	Corporate/service delivery or support	Q/Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
						deliver ongoing service efficiencies. To support this approach, the annual target will therefore reflect annual outturn.			
WL19bii Direct dial calls answered within 10 seconds	81.98%	81.34%	81.23%	82.21%	Reflect 2017/18 annual outturn	Maintaining telephone contact for customers remains a method of service access, however this needs to be balanced with the promotion of other access routes for services via the Council's Digital by Preference initiative and the drive for channel shift. To support this approach, the annual target will therefore reflect annual outturn.	Y - target	Corporate/service delivery or support	Q/Annual
WL85a Website: no. visits	444,352	451,906	516,776	~	Data only		NEW	Corporate/service delivery or support	Q/Annual
WL85aa Website: number of unique visitors	313,689	301,624	344,140	~	Data only		NEW	Corporate/service delivery or support	Q/Annual
WL85b Website: use of online forms	8,845	13,084	11,204	~	Data only		NEW	Corporate/service delivery or support	Q/Annual
WL85c Website: no. online payments	34,061	40,353	45,134	~	Data only		NEW	Corporate/service delivery or support	Q/Annual
ICT1 Severe Business Disruption (Priority 1)	100.0%	100.0%	100.0%	99.0%	99.0%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
ICT3 Major Business Disruption (P2)	100.0%	92.0%	96.0%	98.0%	98.0%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
ICT2 Minor Business Disruption (P3)	99.0%	98.0%	98.0%	97.0%	97.0%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
ICT4 Minor Disruption (P4)	99.0%	98.0%	99.0%	98.0%	98.0%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
ICT5 Advice & Guidance (P5)	100.0%	100.0%	100.0%	98.0%	98.0%	Targets to be agreed via contract process *		Corporate/service delivery or support	Annual
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.62	7.02	6.41	12.00	12.00	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£203,868	£276,577	311,409	£195,000	£195,000	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
B4 Benefits Local authority Error Overpayments - Lower threshold	£86,090	£82,401	£96,867	£123,371 (below lower threshold)	tbc (Below lower threshold)	Targets to be agreed via contract process * Annual target cash figure may change, but is arrived at from the annual target of 'lower threshold year to date based on next year estimates' on the subsidy grant claim form. Actual cash figure will not be received until later in the year.		Corporate/service delivery or support	Annual
R1 % Council Tax collected	96.03%	97.02%	96.74%	97.10%	97.10%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
R2 % Council tax previous years arrears collected	33.56%	37.31%	26.82%	24.5%	24.5%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
R3 % of Non-domestic Rates Collected	96.40%	98.32%	97.72%	97.20%	97.20%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
R4 Sundry Debtors % of revenue collected against debt raised	90.73%	95.00%	95.06%	89.1%	89.1%	Targets to be agreed via contract process *		Corporate/service delivery or support	Q/Annual
BV8 % invoices paid on time	98.22%	98.81%	98.48%	98.75%	98.75%	Monitored by BTLS but mainly dependent on WLBC processes within individual services		Corporate/service delivery or support	Q/Annual
NI 154 Net additional homes provided	239	266	305	Data only	Data only			Tangible/visible	Annual
NI 155 Number of affordable homes delivered (gross)	16	92	95	Data only	Data only	The Housing Strategy 2014-2019 aspiration was for the development of no less than 500 affordable homes (AH) during the life of the strategy (from 2014-19).		Tangible/visible	Annual
NI 157a Processing of planning applications: Major applications	76.09%	95.12%	87.10%	65.00%	65.00%			Tangible/visible	Q/Annual
NI 157b Processing of planning applications: Minor applications	73.88%	67.31%	88.85%	75.00%	75.00%	Government target of 65%		Tangible/visible	Q/Annual
NI 157c Processing of planning	81.99%	82.71%	90.56%	85.00%	85.00%	Government target of 80%		Tangible/visible	Q/Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
applications: Other applications									
NI 159 Supply of ready to develop housing sites	120.5%	108.3%	106.3%	Data only	Data only			Tangible/visible	Annual
NI 191 Residual household waste per household (Kg)	502.59	513.15	504.95	500.00	500.00			Great place	Q/Annual
NI 192 Percentage of household waste sent for reuse, recycling and composting	46.29%	46.80%	47.38%	50.00%	50.00%			Great place	Q/Annual
NI 195a Improved street and environmental cleanliness (levels of litter)	0.83%	1.44%	0.80%	1.61%	1.61%			Great place	Q/Annual
NI 195b Improved street and environmental cleanliness (levels of detritus)	4.77%	4.95%	2.16%	5.00%	5.00%			Great place	Q/Annual
WL01 No. residual bins missed per 100,000 collections	84.26	89.83	76.81	80.00	80.00	Route Optimisation project is on going the aim is to have more balanced rounds. This is due for completion in March 2018.		Great place	Q/Annual
WL06 Average time taken to remove fly tips (days)	1.09	1.06	1.03	1.09	1.09			Great place	Q/Annual
WL08a Number of Crime Incidents	4,971	4,765	5,170	Data only	Propose deletion	WLBC has limited influence on the number of crime incidents recorded and reported by Lancashire Constabulary. To be replaced with data from the CCTV monitoring suite.	Yes – propose replacement	Great place	Q/Annual
WL124 No. observations/incidents the CCTV operatives are involved in	~	~	6,045	~	Data only		NEW	Great place	Annual
WL125 No. arrests that CCTV operators were involved in	~	~	282	~	Data only		NEW	Great place	Annual
WL126 No. incidents identified by the operators through general monitoring	~	~	1,525	~	Data only		NEW	Great place	Annual

PI Code & Short Name	2014/15	2015/16	2016/17	Annual target 2017/18	Proposed Annual Target	Latest Notes	Change to 2017/18	Priority / Purpose	Reporting
	Outturn Value	Outturn Value	Outturn Value		2018/19				
WL_18 Use of leisure and cultural facilities (swims and visits)	1,203,074	1,164,957	1,213,806	Data only	Data only	PI comprises data from: participants in sports development; numbers attending countryside events and activities; visits to leisure/sports centres, golf course and Chapel Gallery.		Great place	Q/Annual
WL24 % Building regulations applications determined within 5 weeks	61.64%	61.98%	62.20%	50.00%	50.00%			Tangible/visible	Annual
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%			Corporate/service delivery or support	Q/Annual
WL123 Apprenticeships Started Each Year Within WLBC	~	~	~	2.30%	2.30%	The Government target itself is an average of 2.3% apprenticeship starts across the years that the target applies, from 2017/18 to 2020/21. Numbers include new recruits or existing staff starting on Apprenticeship Programmes. 2.3% as a headcount is established annually at 31 March.		Great place	Annual
WL121 Working Days Lost Due to Sickness Absence	8.74	9.64	7.44	8.08	8.08			Corporate/service delivery or support	Q/Annual
ER01 Apprenticeships created from Council intervention	~	~	27	Data only	Data only	Introduced for 2017/18.		Great place	Annual
ER04 Apprenticeship vacancies within the borough	~	~	113	Data only	Data only	Introduced for 2017/18. Apprenticeships advertised in the West Lancashire area		Great place	Annual
ER05 Benefit claimant count in West Lancs	~	~	1.9%	Data only	Data only	Introduced for 2017/18. Includes Universal Credit. Monitors both those out of work claiming benefits and also those in work claiming benefits. However outturn is beyond control of the Council, therefore data only. Information comes from DWP administrative data.		Great place	Annual
CIT01 % feel West Lancs is safe & secure to live	78%	79%	79%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT02 % satisfied with cleanliness of streets	69%	65%	56%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT03 % satisfied with how	68%	62%	57%	Data only	Data only	Carried out by survey.		Great place	Annual

WLBC runs things									
CIT05 % satisfied with local area as a place to live	82%	78%	80%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT06 % satisfied with sports/leisure facilities	42%	41%	27%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT07 % satisfied with parks and open spaces	58%	60%	52%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT08 % residents agreeing that WLBC provides value for money	43%	41%	35%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT12 % of people satisfied with household collections for domestic waste	83%	86%	85%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT13 % of people satisfied with household collections for recyclable materials	82%	82%	78%	Data only	Data only	Carried out by survey.		Great place	Annual
CIT14 % of residents who feel the Council keeps them well informed about its services and benefits	57%	50%	49%	Data only	Data only	Carried out by survey.	NEW	Great place	Annual
CIT16 % of residents who feel they belong to their local area	71%	69%	72%	~	Data only	Carried out by survey. Reflecting engaging and empowering priority	NEW	Engage/Empower	Annual

Notes:

*Managed through BT Lancashire Services contract. SLA targets are annual and are subject to contractual processes. Quarter targets as reported in performance reports are provided only as a gauge.

~ not collected and/or reported at this time or previous calculations not comparable

+ data restated

^ restated following a planning appeal

Reporting of PIs is dependent on collection mechanisms remaining in place. Satisfaction (CIT_) indicators are collected via the Citizen & Stakeholder Survey.

MINUTE OF CABINET HELD ON 13 MARCH 2018

96 **CORPORATE PERFORMANCE MANAGEMENT 2018/19**

The Leader introduced the report of the Director of Housing and Inclusion which sought approval of the Suite of Performance Indicators to be adopted as the Council's Corporate PI Suite 2018/19.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the Suite of Performance Indicators 2018/19 (Appendix A) and targets identified be approved and adopted as the Council's Corporate PI Suite 2018/19.
- (B) That the Director of Housing & Inclusion, in consultation with the Leader of the Council as Portfolio Holder, be authorised to finalise and amend the suite having regard to agreed comments from Executive Overview and Scrutiny Committee made on 29 March 2018, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.
- (C) That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 29 March 2018.



CABINET: 13 MARCH 2018

**EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 29 MARCH 2018**

COUNCIL: 25 APRIL 2018

Report of: Chief Executive

Relevant Portfolio Holder: Councillor I Moran

**Contact for further information: Ms K Webber (Extn. 5005)
(E-mail: Kim.Webber@westlancs.gov.uk;
Alison.Grimes@westlancs.gov.uk)**

SUBJECT: COUNCIL PLAN 2018/19 – 2020/21

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the “Council Plan 2018/19 – 2020/21” (Appendix A).

2.0 RECOMMENDATIONS TO CABINET

2.1 That the “Council Plan 2018/19 – 2020/21” attached as Appendix A to this report be approved and referred to Council for adoption.

2.2 That authority is given to the Chief Executive in consultation with the Leader to make any final amendments to the document, prior to publication.

2.3 That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY

3.1 That the “Council Plan 2018/19 – 2020/21” attached at Appendix A to the report be considered and that agreed comments be referred to Council on 25 April 2018 for consideration.

4.0 RECOMMENDATIONS TO COUNCIL

4.1 That the “Council Plan 2018/19 – 2020/21” attached at Appendix A to the report be adopted.

5.0 BACKGROUND AND CURRENT POSITION

- 5.1 The draft Council Plan 2018/19 – 2020/21 is attached at Appendix A and sets out the Council's vision, values and priorities, together with key strategy actions and measures. The Plan enables the Council to communicate its direction with the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities also assists effective planning and prioritisation of work within Services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.
- 5.2 In order to finalise the document for publication, minor details such as typos/clarifications will be amended under the proposed delegated authority outlined in s.2.2
- 5.3 The Council Plan will have an annual refresh to ensure it reflects progress and remains up to date and relevant during its lifetime. Progress will be monitored with six-month reports provided through Members Updates against a detailed delivery plan, and a full Annual Report to Council.

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. The vision, values, priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 The Council Plan 2018/19 – 2020/21 appended to this report will ensure the Council is able to continue to pursue its objectives, within the resources available. An agreed Council Plan will assist in shaping budget decisions and enable clear priorities to be set for services.

8.0 RISK ASSESSMENT

- 8.1 The difficult financial position facing Councils, together with changing legislative requirements and the regional agenda, means that having a clear statement of Council priorities is particularly important. By having well-defined priorities, attention and resources can be effectively focussed on achieving the Council's core objectives.

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A: Council Plan 2018/19 – 2020/21 (version dated 09.02.18)

Appendix B: Equality Impact Assessment

Appendix C: Minute of Cabinet 13 March 2018 (Executive Overview and Scrutiny Committee and Council only) – *to follow*

Appendix D: Minute of Executive Overview and Scrutiny Committee (Council only) – *to follow*



Council Plan 2018/19 – 2020/21

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Version

09

February

*2018***

DRAFT

Foreword

by the Leader of the Council

Following successful delivery of the Council Plan 2015/16 – 2017/18, for 2018/19 we have refreshed our vision and priorities. In order to achieve our ambitions for our economy, environment, health and wellbeing we will be focussing on:

- delivering tangible and visible improvements in the Borough
- engaging and empowering our local communities
- actively promoting the Borough as a great place to live, work, visit and invest.

For these priorities to result in meaningful change, the projects outlined in this plan have been developed as the Council's key areas of work.

Often our outcomes do not result in physical changes, however I am delighted that this year 36 new homes for rent at Beechtrees, Digmaor, will be built to replace older flats and houses and improve the appearance of the estate. Building work is also anticipated on the former Council-owned Westec site in Ormskirk resulting in 27 new houses, including 18 to be sold, with the rest being added to our housing stock.

A fine example of the Council involving the local community in decisions is the Tawd Valley Park Project where we have joined forces with Groundwork, the Environment Agency, the River Douglas Catchment Partnership, Lancashire County Council and West Lancs

CVS on a major improvement scheme for the park. We will continue to build and sustain partnerships with all sectors, and look to widen our involvement of volunteers and community groups in other services and developments as appropriate.

As public sector budgets shrink, it is important to harness the energy of our communities in order to maintain the standard of services, and quality of life we want in the Borough. In addition, community involvement has other benefits, including developing friendships, new skills and local ownership.

I am excited at the growing promotion of Skelmersdale and Ormskirk. There are now more than 100 members of the Skelmersdale Ambassadors Network, who act as a powerful advocates to influence, attract investment and encourage business growth and we are looking to grow this number. The Ormskirk Town Centre Management Group are steering Ormskirk town centre towards an even more vibrant future. Both towns now have dedicated websites for the first time, allowing targeted promotion of their different strengths.

Our services are experiencing changing demands and expectations, as well as a changing financial system. We anticipate getting fuller control of our finances by 2020, whilst losing government grant, and therefore need to make sure that we making the most of existing income streams. As well as exploring any new options for income, making efficiencies and savings throughout our service areas maximises the income available to spend on service delivery.

We are optimistic about sustaining services that meet the needs of our customers through redesigning and reshaping services. A greater engagement with partners and the community, and a more commercial outlook than traditionally associated with local

authorities, is reflected in our plans. This is an ongoing adjustment for Members, officers, and as importantly, for residents, businesses and other stakeholders.

I am proud to lead a Council with committed staff who apply our 'outcomes first' approach as the driver for the services and achieving our priorities. We will continue to develop services for the whole of our Borough so that we make a difference for all – our businesses, our places and our people.

Councillor Ian Moran
Leader of West Lancashire Borough Council

Introduction

from the Chief Executive

This plan provides a clear statement of the vision, values and priorities of the Council over the next few years. We made good progress on our priority projects during 2017/18 and will continue to build on this throughout 2018/19.

With the likelihood that the government will not be providing revenue support grant by 2020, all income to fund the Council's Services will need to be raised locally, and Councils will need to become financially self-sustaining. Here in West Lancashire we will need to make an estimated ****£2.7m**** of savings or efficiencies over the next three

years. Along with achieving this challenging target, our commitment to providing the best possible service whilst minimising the impact on services and staff remains – a task which becomes more difficult each year. As always it is essential that value for money is achieved.

We continue to look to all opportunities to achieve efficiencies, and innovative ways to generate income whilst delivering the Council's Policies.

In recent years the Council has balanced the budget through a Policy Options approach developed within individual services, and during 2017/18 measures for £0.94 million ongoing efficiencies, income and savings were agreed, including £100,000 from a senior management restructure. Although this method has been extremely successful for the authority, we believe that, with the implementation of the new management structure, there is an ideal opportunity to create an organisation fit for future needs. We will therefore be commencing a Sustainable Organisation Review in 2018/19, which looks at how the Council can best deliver the services our Borough needs in a sustainable way, over the medium to long term. This will involve a fundamental review of how the Council works, including the use of new technology, how we generate income, and the way we work with communities.

In delivering this plan, our staff are the most important resource. Capable, and with a 'can do' attitude, particularly where taking on new ways of working is required, our staff recognise the need for flexibility and change to support the Council and West Lancashire as a whole. With the change agenda now part of day to day working life, one of my priorities over the coming year will be to ensure residents and staff are kept aware of the direction of the Council, and that its ambitions and priorities are clearly communicated.

Our digital by preference approach will help our customers access our services more conveniently, 24/7. A digital communications strategy will help extend our public messages, including helping to increase understanding of the Council's role compared to that of other public bodies. We have a responsibility to clearly communicate why we make changes and what those changes mean, to inform expectations and choices.

Internally our Leadership Development Programme, Development Appraisal process and annual staff e-survey will, among other things, provide us with a clearer picture of where staff see development needs not only for themselves but also for the health of the organisation. Listening to staff and addressing these points will help us to further improve our services.

Feedback from our External Auditors, and the performance monitoring undertaken shows that we are an effective organisation, but we are not complacent and there is scope to further improve, notwithstanding the financial constraints Councils are under. A big part of this will come from working together with statutory and non-statutory groups, communities and our city region neighbours.

I look forward to working with Members, staff and partners to deliver the Council's vision and priorities over the next year.

Kim Webber
Chief Executive

Financial Position

*[**Text from the Borough Treasurer to follow after Local Government Finance Settlement is published/analysed (est mid March**)]*

DRAFT

Organisational Overview

West Lancashire is served by a Borough Council, County Council, 20 Parish Councils and one Parish Meeting. There are 54 elected Members for 25 wards. As a Borough Council, working in partnership with these organisations as well as the police, fire service, NHS, businesses, schools, colleges, university and other stakeholders is vital for delivering lasting improvements for the benefit of the borough. Council policy is determined by Councillors, with advice from officers. The Cabinet is the Executive Councillor body for the Council. The Cabinet and senior management structures and responsibilities are provided overleaf.

The Borough Council provides services for around 113,400 people or 49,300 households (including approximately 6,050 council homes) as well as businesses and organisations. Services are delivered by around 460 full time equivalent staff (not including employees managed through our secondment agreement with Lancashire County Council/BT Lancashire Services).

As part of our service delivery, we aim to improve how efficiently we function as an organisation including ensuring value for money and focusing our financial and staff resources on outcomes that support our priorities. Through our Sustainable Organisational review during 2018/19 we are looking ahead to ensure that we can meet anticipated future needs of our communities and for the organisation.

The organisation's success depends on our staff. Our staff are the face of the Council, representing the whole organisation, and we are committed to ensuring that staffing levels are appropriate for delivering services, and that the workforce is equipped to meet our commitments to the

community and wider stakeholders, whilst fulfilling their own potential. As part of this, we are working with staff to help create a culture where our values flourish and make our organisation a great place to work. We will continue to develop the Leadership and Development programme for managers and the e-learning system to complement other traditional training methods.

The Human Resources Strategy and Workforce Plan demonstrate the Council's commitment to aligning its workforce planning with corporate and financial planning cycles for greatest efficiency. We have also undertaken a staff survey to help us realise our organisational potential and continue to build a great place for Council staff to work.

Members of the Cabinet with Portfolios



Leader of the Council: Councillor Ian Moran

Chairman of the Cabinet; community leadership; partnership working including One West Lancs; major policy issues not specified within other portfolios; matters of urgency; liaison for management issues. Liaison for: LGA; DCN; other Lancashire & neighbouring authorities; Parish Councils; town twinning; Lancashire & Liverpool LEPs; Marketing Lancashire. Economic Regeneration: town centre developments; external funding & inward investment; borough marketing; business grants & training advice; corporate & commercial property portfolio; asset management; valuation advice; rating appeals. Legal & democratic services: corporate procurement; Freedom of Information. Transformation: service design; customer relations; consultation & community engagement; press/media; corporate planning & performance; ICT and revenues & benefits services, including LCC/BTLS contract.



Portfolio Holder for Health and Community Safety

Councillor Kevin Wright

Commercial Safety: health promotion, health & safety and food safety. Public Protection and Licensing: licensing for taxis, public entertainment/alcohol, charities etc; pest control and animal welfare. Environmental Protection: environmental monitoring & sampling; public health; pollution control; nuisance complaints; foul drainage & private sewers; flytipping; dog control; unsanitary premises; disposal of the dead. Private Sector Housing: renovation & disabled facilities grants; home energy efficiency; Home Care Link; homelessness; unfit homes. Community safety, emergency planning/business continuity. Social cohesion.



Deputy Leader and Portfolio Holder for Leisure & Human Resources

Councillor Yvonne Gagen

Properties held and the services delivered for sports development, swimming pools, sports centres, arts development, the Chapel Gallery, playgrounds and community centres. Leisure Trust Partnership. Countryside service; golf course, formal parks, open spaces, rights of way, environmental improvements. Outdoor recreation; facilities and services in partnership to develop local communities. Children's services. Human Resources; equalities.



Portfolio Holder for Planning

Councillor John Hodson

Planning policy; Local Development Framework; development control, building control & enforcement; conservation of built & natural environment; arboricultural & landscape services. Council-owned unadopted footways, highways & grit bins; liaison with utility companies/Highway Authority for highway works & transport issues; off-street public car parking & enforcement; Ormskirk market & bus station; land drainage & coastal engineering; 'green' & sustainability issues.



Portfolio Holder for Communities and Older People

Councillor Claire Cooper

Voluntary sector grants. Well Skelmersdale. Community aspects of asylum seekers and refugees. Older people's issues; encouraging and supporting active, independent and healthy lives; raising the profile of and needs of older people; involving older people in the development of relevant council policies and service design; promoting positive images of older people as citizens; liaison with older peoples' networks and organisations.



Portfolio Holder for Street Scene

Councillor Kevin Wilkie

Transport: fleet/ garage/depot facilities; street cleansing; grounds maintenance; stores. Waste disposal & recycling duties as a waste collection authority; waste management, including through partnership; domestic & trade refuse; green waste & recyclables collection; farm round.



Portfolio Holder for Finance

Councillor Adam Yates

Accounting services; general capital and revenue estimates and budgeting; performance against budget; annual statement of accounts; treasury management; internal audit; risk management & insurance; data quality; value for money.



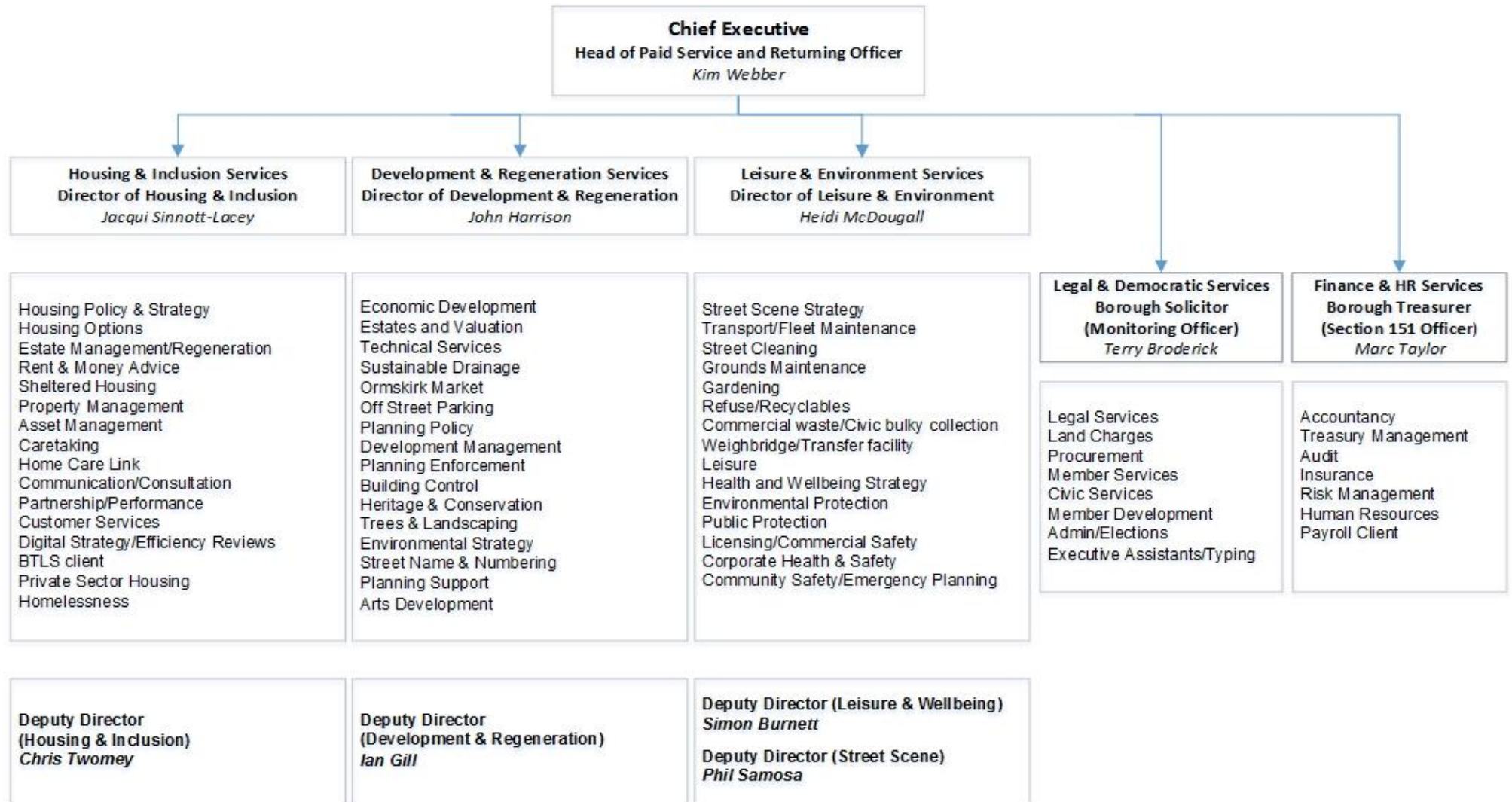
Portfolio Holder for Housing and Landlord Services

Councillor Jenny Forshaw

Public sector housing: repairs & maintenance; housing allocations; tenancy management; rent & money advice; sheltered housing; tenant empowerment/participation. Housing strategy; housing advice service; Supporting People Initiative. Links with social services, health providers and regulatory bodies. Housing finance including self-financing business plan.

Jan 2018

Senior Officer Management Structure



Council Plan 2018/19 - 2020/21

Our Vision

To be a Council which is ambitious for West Lancashire – our Economy, Environment and for Health and Wellbeing

We are ambitious for our economy, and for inclusive growth in West Lancashire, retaining and growing good quality jobs, increasing skills levels and encouraging business and wealth generation. This is matched by our ambitions for a good quality, clean, built and physical environment, and for ensuring the conditions are in place for people in West Lancashire to live healthy and fulfilling lives. These ambitions are reflected in the priorities and key projects that have been identified.

Our Values

Collaborative – working in partnership to benefit West Lancashire, being open and involving in the way decisions are made, and adopting a co-ordinated 'one Council' approach

Empowering – valuing and developing communities and employees to take responsibility for solutions, and to make the most of our local assets

Enterprising – being innovative and creative, delivering lasting improvements and ongoing efficiencies to bring the Council to a sustainable position

Equality – promoting equality and seeking to reduce inequality

Focussed – being strategic and prioritising the things that make the biggest difference to our communities

Proud – of West Lancashire as a place to live, work, visit and invest

Priorities and Key Projects

Deliver tangible and visible improvements in the Borough, by:

- ❖ Completing the current review of the Local Plan
- ❖ Developing new leisure facilities as health and wellbeing hubs for the Borough
- ❖ Delivering retail, housing and public realm improvements with a focus on Skelmersdale Town Centre
- ❖ Establishing a Development Company, subject to the business case, to accelerate the build of housing and commercial property for rent and sale

Engage and empower our local communities, by:

- ❖ Delivering the Master Plan for Tawd Valley park, subject to resources, involving the community in planning and delivering improvements
- ❖ Piloting volunteer engagement at Abbey Lakes, and exploring opportunities to roll out this approach to other countryside parks in the Borough
- ❖ Facilitating the asset transfer of existing leisure facilities in North Meols, working with the owners of this facility and local communities
- ❖ Deliver digital inclusion initiatives, to encourage self-service and further strengthen customer service

Actively promote the Borough as a great place to live, work, visit and invest, by:

- ❖ Promoting the Council's role and West Lancashire's achievements through a new digital communications strategy, complementing traditional approaches
- ❖ Roll out 'place branding' and continue to develop the websites for Ormskirk and Skelmersdale
- ❖ Continue to engage with Liverpool City Region and Lancashire authorities, to bring benefits to West Lancashire
- ❖ Engaging businesses and communities in enhancing and promoting Ormskirk, Burscough and Skelmersdale, including through the Ormskirk Town Centre Management Group and Skelmersdale Place Board

Organisational Sustainability Review

Our Priorities & Key Projects

Working to achieve the priorities to deliver the vision provides a clear strategic direction for the organisation and allows resources to be targeted in the most effective and efficient way. Our identified priorities are:

- deliver tangible and visible improvements in the Borough
- engage and empower our local communities
- actively promote the Borough as a great place to live, work, visit and invest.

Service delivery throughout the Council supports our priorities, however the projects for 2018/19 have been highlighted as contributing significantly to achieving them. Our plan allows us to prioritise and therefore co-ordinate financial and staffing requirements. An annual refresh of a three year plan ensures that the plan remains in line with current thinking and the environment in which we operate. Progress on the projects, including the key measures and targets, will be monitored and reported during the year.

Deliver Tangible and Visible Improvements in the Borough

We will:

- ensure new homes, jobs and services are located in the most sustainable places
- create a framework for delivering infrastructure facilities
- provide a wide range of opportunities for promoting health and wellbeing in the community
- reduce the build and operational costs of our leisure provision
- regenerate the town centre in Skelmersdale
- establish mechanisms to support new and growing businesses through the provision of suitable facilities for sale or rent
- embed the development of employment and skills training opportunities in schemes wherever possible.

Completing the review of the Local Plan

The review of the current Local Plan 2012-2027 will ensure that land use plans for the Borough remain in line with evolving national planning policy and local needs. The Local Plan contains the vision and strategy for development in West Lancashire. It not only ensures that the new homes, jobs and services required by communities are located in the most sustainable places, but also provides the framework for delivering the necessary infrastructure facilities and other development to make this possible. The review processes and timescales are outlined within the Local Development Scheme. Taking around four years, the full review will involve extensive consultation and culminate in a new Local Plan and revised selected Supplementary

Planning Documents. During 2018/19, the review will progress to development and consultation of the preferred options document, with the entire review due to conclude in 2020. 2018/19 will see:

- Local Plan Preferred Options Document considered by Cabinet.
- Monitor the Local Plan through the Annual Monitoring Report.
- Publication / Pre-Submission Consultation.
- Submission to Planning Inspectorate.

Developing new leisure facilities as health and wellbeing hubs

Significant physical improvements to the borough can be achieved through replacement leisure facilities in Skelmersdale and Ormskirk. Our leisure facilities are the biggest assets we have for supporting and encouraging people of all ages to live active lives and enjoy healthy lifestyles. Collaborating with the West Lancashire Clinical Commissioning Group around options for incorporating a health centre/doctors surgery into the facilities will in the longer term provide a wider range of opportunities for further promoting health and wellbeing in the community and also help to reduce build and operational costs. 2018/19 will see:

- Completion of soft market testing.
- Business case development.
- Completion of design process.
- Progression to next phase of design and procurement.

Delivering retail, housing and public realm improvements with a focus on Skelmersdale Town Centre

Our main scheme in Skelmersdale will secure regeneration in the form of new commercial, leisure and residential development alongside existing property and environmental enhancements across a large area of land within and surrounding Skelmersdale town centre. The project is being implemented in partnership with the Homes and Communities Agency, LCC and St Modwen. We will be working with our partners and housing developers to secure development on three large residential sites adjacent to the town centre of over 200 houses.

Following success against a judicial challenge, the Council and its partners are now refreshing the work around the retail/leisure market element of the development. In 2018/19 we aim to:

- Review the approved retail/leisure scheme to ensure it meets current market demands and undertake all actions identified as necessary by the review.
- Agree Heads of Terms with interested parties for the Town Centre development.
- Explore all options to ensure that the scheme can either be delivered in its entirety or in a phased approach.

Establishing a Development Company

- The establishment of a sustainable and profitable Development Company will deliver new commercial, industrial and residential development of Council-owned land and also

consider wider development opportunities bringing investment and growth to the borough. Grant funding will be sought to support the establishment, in particular through the Homes & Communities Agency's Accelerated Construction programme. This will be used to unlock housing development on Council-owned sites. The company will take development forward in tune with market conditions. Long-term outcomes will include direct support of new and growing businesses, increased income through Council Tax and Business Rates, and employment and skills training opportunities in the construction industry. Initial work will include:

- Set up Development Company in shadow form including financial and governance arrangements, appointment of key staff, identification of key development sites to support the Business Plan.

Then subject to council approval,

- Later consider the Business Plan and formation of the Development Company including registration, appointment of the board and key officers and implement the development programme,

There are other work streams also supporting this priority. The **Moor Street Gateway** project will see the enhancement or redevelopment of the existing bus station and car park site emphasising its importance as a gateway into the town and contributing to the regeneration of Ormskirk town centre. The former **Westec Site** in Ormskirk, adjacent to the Council offices, will be developed for 27 houses. The **Beechtrees scheme** in Digmoor, Skelmersdale is revitalising and enhancing the council estate and maintaining a modernised and sustainable housing stock with the building of 36 new dwellings. We will provide a supply

of ready to build housing sites including through the **Community Land Auction** model involving the Homes & Communities Agency. Longer term, working with LCC on their **West Lancashire Highways and Transport Masterplan** is supporting improvements to transport infrastructure such as around the Skelmersdale rail station location and the Ormskirk town centre movement strategy.

Actively promote the Borough as a great place to live, work, visit and invest

We will:

- extend the influence of the Skelmersdale Place Board in promoting opportunities for business development
- foster Ormskirk's profile as a visitor destination
- cultivate brand identification for Ormskirk and Skelmersdale
- maintain West Lancashire's profile and ambitions within the wider regional agenda
- promote satisfaction with the area as a place to live
- encourage satisfaction with the way the Council runs things
- expand understanding of how the Council provides value for money
- ensure core messages are effectively delivered and received by all sections of the community and staff
- promote West Lancashire as a place to operate an organisation or business in.

Engaging businesses and communities in enhancing and promoting Ormskirk and Skelmersdale

As traditional shopping habits, ways of doing business and leisure activities evolve, to provide what people are looking for, Ormskirk and Skelmersdale are adapting and evolving. The Council, Ormskirk Community Partnership, local businesses (through the Business Action Group), Businesses in the Community, Edge Hill University, and the Student Union have joined forces as the Ormskirk Town Centre Management Group to ensure the long term economic and social viability of Ormskirk. Key initiatives will focus on town centre events and place promotion of Ormskirk and the wider area as a visitor destination. In Skelmersdale, key public and private sector leaders including from businesses, the Council, Edge Hill University, West Lancashire College and Homes England are driving forward the promotion of Skelmersdale through the Skelmersdale Place Board and Skelmersdale Ambassadors. The Board oversaw the successful launch of the branding and Skelmersdale Story, and is now looking to sustain this work by growing the Ambassadors network, establishing new relationships, providing information on opportunities and encouraging inward investment. In 2018/19 we will:

- Increase Skelmersdale Ambassador numbers.
- Facilitate a series of year round events promoting Ormskirk.

Rolling out 'place branding' and developing the websites for Ormskirk and Skelmersdale

The two main towns of West Lancashire are now benefitting from their own distinctive branding and websites. The business-focussed *Let's Talk Skelmersdale* website highlights Skelmersdale's strengths as a place to do business by providing information for business support, employment and skills, lifestyle and education. It targets both existing businesses in the area and companies looking to take advantage of the opportunities in the area. The *Discover Ormskirk* website and supporting social media is aimed at visitors to Ormskirk and West Lancashire, highlighting attractions, shops and events. The aim is to encourage visitors to the borough and into the town centre. Through increased and persistent use the unique branding will create a distinct profile for the borough.

- Promote and expand the use of Ormskirk and Skelmersdale place branding within the Council and in the community.
- Increase footfall into Ormskirk town centre.
- Develop the content of both websites.
- Increase visitor numbers to the websites.
- Engage people through social media to encourage them to visit West Lancashire.

Promoting the Council's role and West Lancashire's achievements

Developing a digital communications strategy will help us meet the current trends and changing needs of how customers seek and receive information, building on existing channels of media and public relations. We will continue to work with partners and diverse stakeholder groups to effectively communicate our responsibilities, services, key policies and programmes in line with our priorities to

promote a positive image of the borough and its achievements. 2018/19 will see us:

- Develop a draft strategy, action plan and measures of success.
- Track and manage digital communication programmes.
- Assist residents to feel the Council keeps them well informed about our services and benefits.
- Ensure accessibility is maximised within online service development.

Engaging with Liverpool City Region and Lancashire authorities

Although we are a Lancashire authority, West Lancashire's geographical position means we benefit from our active engagement with the Liverpool City Region Combined Authority. Within Lancashire, the 'shadow' Combined Authority has been in operation since July 2016. It has a focus on economy, skills and transport matters. One democratically accountable body will avoid duplication and provide more efficient services; create a stronger basis for bidding for funding; make best use of Council and Government money; and speed up decision-making on a pan-Lancashire basis. Despite some Lancashire Council's doubts over the existing proposals, West Lancashire remains involved in the process and is working with Lancashire Authorities to take this project forward. In 2018/19 we will:

- Play an active role as an Associate Member of Liverpool City Region Combined Authority.
- Further develop the Lancashire Plan based on the five core themes – Skilled Lancashire; Better Homes for Lancashire; Connected Lancashire; Prosperous Lancashire and Public Services Working for Lancashire.

- Continue to play an active role in the Housing theme of the Shadow Combined Authority for Lancashire.

There are other work streams also supporting this priority. We will continue to work through the **Private Sector Housing Strategy** to provide residents of West Lancashire decent homes which are safe, secure, warm, and in good repair. Progress the **Economic Development delivery plan actions** with partners to address employment opportunities, availability of housing, environmental improvements, raising skills and training levels, provide support for indigenous businesses and attract new investment

Engage and empower our local communities

We will:

- develop our parks and countryside sites for wider health and wellbeing, economic and social value
- sustain leisure facilities where possible through different models of service delivery and budget control
- support the uptake of basic online skills and access to the internet
- increase awareness and uptake of digital Council services
- utilise Overview & Scrutiny to examine the potential of community groups' involvement in service delivery.

Delivering the Master Plan for Tawd Valley park

The local community has been integral to progressing the Tawd Valley project. Significant environmental and recreational enhancements will see improvements to footpaths and landscapes, cycle paths, wetland habitat areas, a heritage trail, picnic spaces and the creation of an informal event space in the amphitheatre. Such an extensive scheme has required collaboration between a number of partners: Groundwork, the Environment Agency, Lancashire County Council, the River Douglas Catchment Partnership, SHARES and West Lancs CVS. In the summer of 2017, extensive public consultation through public events and presentations, school and college workshops, press coverage, a visioning event, and an on-line survey resulted in a draft masterplan. External funding has been secured to take the plan forward and further consultation held on an updated plan. Over a 3-5 year period the park can be developed to instil pride in the local community and significantly contribute to the wider health and wellbeing of Skelmersdale. In 2018/19 we will:

- Develop scheme implementation plans.
- Establish sustainable staffing and community support via a Friends of Tawd Valley Park group.

Piloting volunteer engagement at Abbey Lakes and exploring opportunities to roll out this approach

We have explored alternative ways to maintain and develop our parks and countryside sites for wider economic and social value whilst minimising the draw on Council resources. A trial project at Abbey Lakes in Up Holland involved volunteers from EDs Place, a community-based organisation that provides help and support to ex-forces personnel. Working with the Parks and Countryside Ranger service, the participants gained new skills whilst upgrading the site, for

example through tree management, drainage works, de-silting streams and establishing a new fishing club. Discussions are taking place with West Lancashire College to identify possible Land Management courses that would allow students to gain both academic and vocational qualifications, whilst helping to maintain our Countryside Parks. Other potential partnerships will be explored in order to replicate the success of Abbey Lakes. It is anticipated that this will commence with Tawd Valley Park. In 2018/19 we will:

- Review the Abbey lakes pilot.
- Establish timelines for project(s)

Facilitating the asset transfer of existing leisure facilities in North Meols

We are working with key partners (Department of Health, West Lancs Community Leisure, North Meols Parish Council and the West Lancs School Sports Partnership) to identify a cost-effective delivery model which will facilitate the continued operation of Banks Leisure Centre. In 2018/19 we will:

- Explore options for community transfer with key partners.
- Review proposals and business plans.
- Reduce the Leisure Management Contract fee, if the transfer takes place.

Delivering digital inclusion initiatives

Our work around digital development continues to expand to meet both efficiency and public expectations. We are also encouraging the use of digital technology with those members of community who are less confident in this area, with the aim of increasing basic online skills

and access to the internet and therefore increasing the uptake of West Lancashire Borough Council's digital services. Initiatives include engaging with customers at customer service points to understand why they are using face to face contact, attending local events to showcase on line services and providing further support at sheltered housing schemes, which will help promote self-service and further strengthen our customer service. In 2018/19 we will:

- Monitor needs and attitudes of residents around their digital aspirations via survey.
- Encourage and support direct uptake of online UC claims.

There are other work streams also supporting this priority. Our **financial inclusion strategy** for tenants helps those affected by welfare reforms to sustain their tenancy and to increase their opportunities for employability through the Money Advice Service. We are a partner in the **Well Skelmersdale** project, a diverse collaboration across community, voluntary, faith, charitable, business, enterprise and public sectors committed to creating conditions that allow the community to reach its full potential by creating healthy environments for healthy living. Implementing the **Homelessness Strategy** will extend the range of housing advice services to meet current and future challenges, enhance the housing offer to all homeless applicants in the Borough and improve health and wellbeing. Our **Health and Wellbeing delivery plan** targets the reduction of health inequalities in the borough, for example through the More Positive Together programme directed at tenants in the most deprived areas to improve their health, activity levels, skills and employability.

Monitoring Progress

The plan projects are resourced and managed through budget and service action planning. They are monitored directly by the relevant service areas and through budget reports, service action plans, the corporate risk register and individual project reports to committees and working groups as appropriate. In addition, progress on the projects are reported to Members half-yearly and as an annual report. A set of performance indicators spanning various service areas are also reported quarterly to Members to help the authority understand how well it is performing.

Our priorities and resulting projects are informed by working closely with partners and through various consultation and stakeholder engagement activities. We recognise that people who provide and use our services come from diverse backgrounds and have different experiences and needs. We develop, commission and deliver services in a way that will help overcome discrimination and disadvantage.

We aim to keep the public well informed about all our services, how we run things and how we are working to achieve value for money. As well as specific consultation for particular proposed projects, we have a continuous customer engagement programme for housing services and an annual citizen and stakeholder survey. The annual survey is used to gather views about Council spending, better understand the usage and opinions of Council services, gauge community safety perceptions, and receive views on the Council as a whole. Public opinion was directly sought to inform significant projects including the *Tawd Valley Park Project* and the *Open Space Study* as a piece of evidence for the emerging West Lancashire Local Plan. During 2017/18 we also undertook a Meeting the Budget Challenge consultation to inform our approach to service reviews and balancing the budget.

If you require any further information, or copies of this document in an alternative format, please contact:

Partnership & Performance, West Lancashire Borough Council,
Elson House, 49-51 Westgate, Sandy Lane Centre, Skelmersdale,
WN8 8LP

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01695 577177

DRAFT

Equality Impact Assessment Form



Directorate: Housing & Inclusion	Service: Partnership & Performance
Completed by: Alison Grimes	Date: 15 January 2018
Subject Title: Council Plan 2018/19-2020/21	
1. DESCRIPTION	
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:	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 (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
<p>Details of the matter under consideration: The assessment is for the Council Plan 2018/19 - 2020/21. The Council Plan reflects the Council's vision, values and priorities.</p> <p>The Council Plan is the overarching strategy for the Council and sets the vision and priorities for the Council, summarising the main actions/projects to achieve this. The Plan sets well-defined priorities to be used during service planning and when shaping future budget decisions. The plan includes items (actions) which may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations.</p> <p><i>If you answered Yes to any of the above go straight to Section 3</i> <i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	Delivery of the vision and priorities is through a variety of actions. Specifying priorities assists with managing resources. Outcomes and outputs will impact on a variety of customers, service users, communities, Councillors and employees depending on the action.
If you answered No 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)?	Given the wide range of actions included in the Plan, there is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan directly or indirectly impacts on all Council services and therefore all who work for the Council, those who use Council services or engage with the Council. Any actions that may impact upon equality groups should be subject to an individual EIA by the relevant service.
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)?	As above. The current wide-range of actions included in the whole plan across many service areas means that there is unlikely to be a 'most relevant' protected characteristics affected, or any particular group affected more than others. This may change with content in the lifetime of the plan.
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
4. DATA ANALYSIS	
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 plan applies borough-wide and beyond. Given the wide range of actions included, the work detailed in the plan will therefore likely impact on a variety of stakeholders in different ways.
What will the impact of the work being carried out be on usage/the stakeholders?	By having a clear statement of priorities through the Plan, attention and resources can be effectively focussed on achieving the Council's core objectives. The overall impact should be positive since the priorities of the plan aim for a positive impact on the borough. Negative impact will be mitigated through individual EIAs by the relevant service.
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?	Council priorities are informed by the Citizen/Stakeholder Survey which gathers views on a range of issues including the Council's budget. The survey results assist the Council in making plans to deliver services and make efficiency improvements.

Appendix B

	<p>The most recent survey results are from the survey conducted in March 2017. Results from the Citizen/Stakeholder Survey provide information about satisfaction with certain Council services and these can be broken down into protected characteristics (other than beliefs, culture, marriage/ partnership, pregnancy/ maternity). The reason for levels of satisfaction is not explored.</p> <p>Responses to the Policy Options consultation (July-September 2017) also provided a wide range of views on the impact the policy options would have on Council services and around the financial constraints that the Council works within.</p>
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate.
If any further data/consultation is needed and is to be gathered, please specify:	As above.
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.
6. CONSIDERING THE IMPACT	
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.).	Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA by the relevant service.
What actions do you plan to take to address any other issues above?	No actions.
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	The assessment will be reviewed as part of the Council Plan annual refresh process. This will include review by the senior management team.

Appendix C

MINUTE OF CABINET HELD ON 13 MARCH 2018

97 **COUNCIL PLAN 2018/19 - 2020/2021**

The Leader introduced the report of the Chief Executive which sought approval of the Council Plan 2018/19 – 2019/21.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the “Council Plan 2018/19 – 2020/21” attached as Appendix A to the report be approved and referred to Council for adoption.
- (B) That authority is given to the Chief Executive in consultation with the Leader to make any final amendments to the document, prior to publication.
- (C) That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.



CABINET: 13th March 2018

EXECUTIVE OVERVIEW AND
SCRUTINY: 29th March 2018

Report of: Borough Treasurer

Relevant Portfolio Holder: Councillor A. Yates

Contact: Marc Taylor (Extn. 5092)
(E-mail: Marc.Taylor@westlancs.gov.uk)

SUBJECT: GENERAL REVENUE ACCOUNT BUDGET MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the financial position of the GRA be noted including the position on reserves and balances.

2.2 That call in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29th March 2018.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That the financial position of the GRA be noted.

4.0 BACKGROUND

- 4.1 In February 2017 the Council approved budgets for the GRA for the 2017-2018 financial year. It is good practice that monitoring reports are produced on a regular basis to ensure that Members are kept informed of the financial position of this account. This is the third quarter monitoring report and is based on information available in January 2018.

5.0 GENERAL REVENUE ACCOUNT

- 5.1 The Council has set a revenue budget of £12.927m for the financial year. The mid-year monitoring position projected an overall favourable variance of £90,000 or 0.7% against this budget. The latest third quarter monitoring figures now project an improvement of £85,000 on this position, and forecast an updated total budget variance of £175,000, which is 1.4% of the budget.
- 5.2 At its meeting in February, Council agreed to use this favourable variance to provide financial support for the budget for 2018-19 as part of the Budget Requirement Report. This means that this budget variance has now been fully allocated.
- 5.3 The projections have been calculated on a prudent basis, and consequently it can be confidently expected that the Council will achieve these budget figures. This will continue our strong track record of managing our financial performance to ensure that the outturn position is in line with the budget. Within this total position, each Directorate and Service is also expected to have a favourable budget variance.
- 5.4 Employee costs form a significant proportion of the Council's total budget and consequently are very important from a budget management perspective. The budget contains a corporate target for staff efficiency savings of £280,000 per year, and the active management of staffing levels will mean that this target should be achieved and exceeded by the year end.
- 5.5 The external income that the Council generates can be one of the most volatile areas of the budget, with income going up and down due to factors outside our direct control. This year income levels are generally in line or performing better than the budget targets.
- 5.6 Primarily through the Policy Options process a range of measures have been agreed to deliver savings and generate additional income in the 2017-18 financial year, and the total value of these measures is just under £1.2m. In general good performance has been made in delivering these initiatives and the overall target should be exceeded. The most significant measure was the introduction of garden waste charging, and the income performance in this area has exceeded the budget target. To reflect this position the income budget for garden waste charging has been increased from £500,000 in the current year to £640,000 in 2018-19. Where relevant the budget targets for other initiatives have also been adjusted as part of the budget setting process for 2018-19.

6.0 RESERVES AND BALANCES

- 6.1 The Council agreed an updated Reserves Policy at its meeting in February. This Policy has taken various factors into account including the difficult medium term financial position facing the Council as a result of an ongoing series of reductions in its grant funding. Consequently the GRA will continue to have an adequate level of reserves in place that should enable it to deal with its financial challenges effectively.

7.0 SUSTAINABILITY IMPLICATIONS

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

8.0 RISK ASSESSMENT

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

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

Minute of Cabinet held on 13 March 2018 (Executive Overview and Scrutiny Committee only) – *to follow*

MINUTE OF CABINET HELD ON 13 MARCH 2018

92 **GENERAL REVENUE ACCOUNT BUDGET MONITORING**

Councillor Yates introduced the report of the Borough Treasurer which provided a projection of the financial position on the General Revenue Account (GRA) to the end of the financial year.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the financial position of the GRA be noted including the position on reserves and balances.

(B) That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.



CABINET: 13 March 2018

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
29 March 2018**

Report of: Director of Housing and Inclusion and Borough Treasurer

Relevant Portfolio Holder: Cllr J. Forshaw

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

SUBJECT: HRA REVENUE AND CAPITAL MONITORING

Wards Affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an update on the current position in respect of the 2017-18 Housing Revenue Account (HRA) and Council Housing Capital Investment Programme.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That the financial position in respect of the 2017-18 HRA and Council Housing Capital Investment Programme be noted.
- 2.2 That call in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29th March.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

- 3.1 That the financial position in respect of the 2017-18 HRA and Council Housing Capital Programme be noted.
-

4.0 BACKGROUND

4.1 In February 2017 Council agreed the 2017-18 HRA revenue and capital budgets. These budgets built on previous policy options that addressed the on-going and progressive financial pressures created by the 1% per annum rent reduction required by government policy over the 4 year period to 2019-2020.

5.0 HOUSING REVENUE ACCOUNT – PROJECTED OUTTURN

5.1 A summary of the projected HRA revenue outturn is set out in Appendix A and shows that a favourable budget variance of £975,000 is expected, representing 3.8% of total turnover. This compares to the mid year projected outturn position of £875,000 (3.4% of total turnover). This demonstrates that the HRA remains in a healthy financial position. The main reasons for this positive forecast are that:

- The active management of staffing levels should deliver a favourable budget variance on employee expenditure
- Void repairs and response repairs are projected to be £100,000 below budget for the year, although as both budgets are demand led this position could change depending on issues and developments in the remainder of the year
- There is a projected underspend on painting activities due to a contractor being in liquidation and the remaining two contractors being unable to substantially increase their delivery beyond that originally agreed. Painting contracts are due to be re-procured in 2018-19 so existing budget provision will be maintained.

5.2 A significant element of the projected favourable budget variance on employee costs comes from vacant posts being held prior to the reorganisation of the Housing and Inclusion Directorate which was agreed by Council in July. It is estimated that the reorganisation itself will generate a saving of around £100,000 this year. These staff savings have been transferred to the HRA Budget contingency in line with our normal approach for dealing with in-year savings. The anticipated shortfall in internal income is primarily due to capitalised staff costs where there are a number of vacant posts, and this is in effect offsetting part of the favourable employee expenses variance.

5.3 In July 2017 Council agreed funding of £60,000 from the 2016/17 favourable outturn position for use towards stock condition survey work. Having up-to-date, comprehensive stock condition information is essential for producing a good quality asset plan and maintaining good quality homes. Further spending on stock condition and other survey and inspection work has then been made this year funded from the HRA Budget contingency. This should help to provide a thorough picture of the condition of our housing stock and will enable any potential issues to be identified.

- 5.4 It can be confidently expected that the HRA will meet its budget targets and this will continue our track record of managing our financial performance to ensure that the outturn position is in line with the budget. Consideration can be given to how this projected favourable budget variance should be used when Council consider the outturn position in July 2018, taking into account the latest HRA Business Plan projections, and the funding required for the Sustainable Organisation Review approved by Council in February.

6.0 CAPITAL INVESTMENT PROGRAMME

- 6.1 A summary of capital expenditure to the end of December 2017 against the revised budgets is shown in Appendix B. Total expenditure to date is £4.036m which represents 38% of the total revised budget of £10.652m. This compares to expenditure of £6.789m at the quarter 3 point of 2016-17, which represented 45% of the total budget of £15.07m. The main reason why expenditure was higher last year was as a result of spending of £1.44m on the Firbeck Revival project, which has now largely been completed, plus £0.99m of spend in 2016-17 on completing the kitchens programme.
- 6.2 It is standard practice at year-end that capital budgets that have not been fully utilised are reviewed before being slipped into the following year to allow for completion of the existing programme. If the review identifies elements of the capital budget that will not be required in the following year they may be removed from the capital investment programme to release funding. It is anticipated at this stage that most unutilised budget will be slipped into 2018-19, and full details will be included in the HRA outturn report to July Council.
- 6.3 In order to deliver more of the 2018-19 investment programme in 2018-19 and generally reduce future slippage, procurement of several key programmes is taking place during the last quarter of 2017-18 with the aim of actually starting the programmes in quarter one of 2018-19. Previously procurement of annual programmes has typically taken place early in the year in question.

7.0 SUSTAINABILITY IMPLICATIONS

- 7.1 Monitoring of the budget position will help to ensure, with the information we are aware of, that the HRA remains able to deliver services and is financially sustainable in the medium term.

8.0 RISK ASSESSMENT

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

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 Projected Revenue Outturn Position

Appendix B – Housing Capital Year to Date Position

Appendix C – Minute of Cabinet held on 13 March 2018 (Executive Overview and Scrutiny Committee only) – *to follow*

Appendix A – HRA Projected Revenue Outturn Position

Budget Area	Budget £000	Variance £000	Comment
Employee Expenses	4,958	-500	The active management of staffing levels will lead to a favourable budget variance
Void repairs and response repairs	2,637	-100	Both budgets are demanded so final outturn depends upon various factors
Other premises costs	3,160	-350	Painting contractor in liquidation
Transport costs	220	-30	
Budget contingency	125	-125	No calls on remaining contingency identified
Supplies and Services	1,304	0	
Support Services and internal income (net)	1,640	150	Capitalisation of staff salaries will be below budget due to vacant posts
Loan interest	3,057	0	
Contributions to capital	8,592	0	
Dwelling rents	-23,223	0	
Other external income	-2,470	-20	
Total	0	-975	Represents 3.8% of the overall turnover

* The budget for employee expenses has been amended to reflect the reorganisation of Housing & Inclusion approved by Council in July 2017 and becoming operational from November 2017. Budget savings in-year have been added to the contingency budget.

** The budget contingency has been used in-year to fund stock condition and related assessments. The budget has been vired to Supplies and Services.

Appendix B - Housing Capital Year to Date Position

Scheme Description	Revised Budget £000	Q3 Spend £000	Variance £000	Q3 Spend %
Bathroom Replacements	1,306	278	1,028	21%
Re-Roofing Works	1,200	142	1,058	12%
Electrical Upgrades	1,034	563	471	54%
Heating System Upgrades	809	643	166	79%
Sheltered Housing Upgrades	756	378	378	50%
Contingency/Voids	725	366	359	50%
Beechtrees	680	248	432	36%
Professional Fees	679	470	209	69%
Adaptations for Disabled People	642	101	541	16%
Communal Areas Improvements	470	35	435	7%
Property Purchases	470	495	-25	105%
Windows and Doors	455	136	319	30%
Structural Works	260	14	246	5%
HRA Garages	229	146	83	64%
Walls	200	2	198	1%
Firbeck Revival	200	-51	251	-26%
Westec Development HRA Element	130	0	130	0%
Environmental Programme	100	0	100	0%
Improvements to Binstores	50	4	46	8%
Local Housing Allowance Initiatives	50	0	50	0%
Housing OR Recommendations	40	8	32	20%
Flood Resilience Works	33	26	7	79%
Digital Inclusion Initiatives	30	0	30	0%
Flaxton Rainbow	25	0	25	0%
Environmental Improvements	24	0	24	0%
Evenwood Court Re modelling	23	0	23	0%
Painting/Rendering no Fines	15	0	15	0%
Energy Efficiency	6	30	-24	500%
Lifts	6	0	6	0%
Equipment Replacement	5	0	5	0%
Total Expenditure	10,652	4,036	6,616	38%

MINUTE OF CABINET HELD ON 13 MARCH 2018

93 HRA REVENUE AND CAPITAL MONITORING

Councillor Forshaw introduced the joint report of the Director of Housing and Inclusion and the Borough Treasurer which provided an update on the current position of the 2017-18 Housing Revenue Account (HRA) and Council Housing Capital Investment Programme.

In reaching the decision below, Cabinet considered the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the financial position in respect of the 2017-18 HRA and Council Housing Capital Investment Programme be noted.
- (B) That call-in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 29 March 2018.

