



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

2 October 2019

TO: COUNCILLORS V CUMMINS, J FINCH, MRS M BLAKE, T BLANE, C COOPER,
C COUGHLAN, S CURRIE, G DOWLING, J GORDON,
G HODSON, K MITCHELL, J MONAGHAN AND A SUTTON

Dear Councillor,

A meeting of the **CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE** will be held in the **CABINET & COMMITTEE ROOM, 52 DERBY STREET, ORMSKIRK, L39 2DF** on **THURSDAY, 10 OCTOBER 2019** 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 reasons of special circumstances, which shall be specified at the meeting, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.
- 4. DECLARATIONS OF INTEREST** 101 -
102
- If a member requires advice on Declarations of Interest, he/she is advised to contact the Borough Solicitor in advance of the meeting. (For the assistance of members a checklist for use in considering their position any particular item is included at the end of this agenda sheet.)
- 5. DECLARATIONS OF A PARTY WHIP**
- In accordance with Overview and Scrutiny Committee Procedure Rule 16, Members must declare the existence of any Party Whip, and the nature of it, when considering any matter in the following categories:
- The review of any decision of Cabinet or
 - The performance of any Member of the Cabinet
- N.B. The Secretary of State believes whipping is incompatible with Overview and Scrutiny.
- 6. MINUTES** 103 -
110
- To receive as a correct record the Minutes of the meeting held on 11 July 2019.
- 7. PUBLIC SPEAKING** 111 -
114
- 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 4 October 2019. A copy of the public speaking protocol and form to be completed is attached.
- 8. 'COMMUNITY INVOLVEMENT IN SERVICE DELIVERY - REVIEW OF RECOMMENDATIONS**
- To review the recommendations from the 'Community Involvement in Service Delivery'.
- 8a ABBEY LANE PLAYING FIELDS - REVIEW OF FUNDING** 115 -
126
- To consider the report of the Director of Leisure and Environment.

- 9. WEST LANCASHIRE LEISURE ANNUAL REPORT**
- To consider a presentation from the Board Chairman (WLCL) and Contracts Manager (SERCO).
- 10. 'LITTER BIN REVIEW' - DRAFT FINAL REPORT** 127 - 138
- To consider the Draft final report and recommendations of the 'Litter Bin Strategy/Policy' Review prior to submission to Cabinet (5 November 2019) and Council (11 December 2019) if appropriate.
(Appendix 2 – Draft Litter Bin Policy to follow)
- 11. REVIEW TOPIC 2019/20 AND CONFIRMATION OF WORK PROGRAMME** 139 - 172
- To consider the report of the Borough Solicitor.
- 12. QUARTERLY PERFORMANCE INDICATORS Q1 2019-20** 173 - 192
- To consider the report of the Director of Housing and Inclusion.
- 13. MEMBER DEVELOPMENT COMMISSION - MEMBERSHIP**
- To consider the report of the Borough Treasurer.
(To follow)
- 14. ITEMS FROM THE MEMBERS' UPDATED INCLUDED ON THE AGENDA AT THE REQUEST OF A MEMBER**
- There are no items under this heading.*
- 15. MEMBERS ITEMS / CCFA (COUNCILLOR CALL FOR ACTION)**
- There are no items under this heading.*

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

FIRE EVACUATION PROCEDURE: Please see attached sheet.
MOBILE PHONES: These should be switched off or to 'silent' at all meetings.

For further information, please contact:-
 Julia Brown on 01695 585065
 Or email Julia.Brown@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

Agenda Item 4

MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

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

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

Interest

Employment, office, trade, profession or vocation

Sponsorship

Prescribed description

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

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

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

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

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

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

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

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

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

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

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

'a connected person' means

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

'body exercising functions of a public nature' means

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

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

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

CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE

HELD: Thursday, 11 July 2019

Start: 7.00 pm

Finish: 9.35 pm

PRESENT:

Councillor: V Cummins (Chair)
J Finch (Vice Chair)

Councillors: Mrs M Blake C Cooper
T Blane S Currie
C Coughlan K Mitchell
G Dowling
J Monaghan

In attendance: Mr Emmett Reidy (Egbert Taylor)
Mr Mark Orford (BTLS)
Ms Claire Hall (BTLS)

Officers: Heidi McDougall, Director of Leisure & Environment
Chris Twomey, Deputy Director of Housing & Inclusion
Tom Dickinson, Assistant Solicitor
Michelle Williams, Operational Manager Street Scene
Stephen Kent, Leisure Operations Manager
Alison Grimes, Partnership & Performance Officer
Sue Griffiths, Principal Member Services Officer

1 APOLOGIES

Apologies for absence were submitted on behalf of Councillor Sutton.

2 MEMBERSHIP OF THE COMMITTEE

There were no changes to membership of the Committee.

3 URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN

There were no items of urgent business.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 DECLARATIONS OF A PARTY WHIP

There were no declarations of a Party Whip.

6 MINUTES

Referring to minute no. 65 B (Criteria for the Situation of Bins) it was noted that the deadline for receipt of comments on the draft policy had been extended until the end of July and that the final draft policy will be submitted to the next meeting of the Committee on 10 October 2019.

RESOLVED That the minutes of the last meeting of the Committee held on 7 March 2019 be approved as a correct record and signed by the Chairman.

7 PUBLIC SPEAKING

There were no items under this heading.

At this point the Chairman changed the order of business to enable agenda items 12 (Litter Bin Policy Review) and 17 (BTLs Annual Review 2018/19) to be considered prior to agenda item 8 (Quarterly Performance Indicators Q4 2018-19).

Note: The Committee agreed to exclude the Press and Public during consideration of agenda item 17 (BTLs Annual Review 2018/19) on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 (financial/business affairs) of Part 1 of Schedule 12A, under Section 100A(4) of the Local Government Act 1972 and as, in all the circumstances of the case, the public interest in maintaining the exemption under Schedule 12A outweighed the public interest in disclosing the information.

Following consideration of agenda item 17 the meeting was re-opened to the press and public and Councillor Currie left the meeting.

8 QUARTERLY PERFORMANCE INDICATORS Q4 2018-19

Consideration was given to the report of the Director of Housing and Inclusion, as contained on pages 13 to 29 of the Book of Reports, which presented the performance monitoring data for the quarter ended 31 March 2019.

The Partnership & Performance Officer provided an update in relation to indicators HS28 (properties with a valid Electrical Installation Condition Report) HS30 (non-domestic properties with fire risk) WL18 (use of leisure and cultural facilities) and WL121 (sickness management training).

Comments and questions were raised in respect of the following:

- WL108 (average answered waiting time for callers to the Contact Centre) – charges to residents waiting on a call following notification of a call-back request, length of time for a call-back/how call-backs are prioritised, working

patterns of residents contacting the Council.

The Deputy Director of Housing and Inclusion reported that within the last 8 weeks performance had been above the indicator and that shift patterns and flexible lunch breaks for high volume call times are to be reviewed. He referred to the increase of residents accessing the customer portal.

- N192 (% of household waste sent for reuse, recycling and composting) – numbers fallen, mixed waste units at the tipping sites.

The Director of Leisure and Environment responded to the comments on the above indicator and advised that she would refer relevant comments Lancashire County Council.

RESOLVED: That the Council's performance against the indicator set for the quarter ended 31 March 2019 be noted.

9 ITEMS FROM THE MEMBERS' UPDATE INCLUDED ON THE AGENDA AT THE REQUEST OF A MEMBER

There were no items under this Heading.

10 MEMBERS ITEMS / CCFA (COUNCILLOR CALL FOR ACTION)

There were no items under this heading.

11 'COMMUNITY INVOLVEMENT IN SERVICE DELIVERY' - REVIEW OF RECOMMENDATIONS

Consideration was given to the report of the Director of Leisure and Environment which outlined the progress made since the conclusion of the 'Community Involvement in Service Delivery' review.

A report on recommendation (2) (Abbey Lane Playing Fields) within Appendix 1 to the report was considered at minute no. 12 below.

A revised appendix to the report was circulated at the meeting.

RESOLVED That progress on actions undertaken since the completion of the 'Community Involvement in Service Delivery' review, be noted.

12 ABBEY LANE PLAYING FIELDS - REVIEW OF FUNDING

Consideration was given to the report of the Director of Leisure and Environment as circulated and contained on pages 35 to 41 of the Book of Reports which reviewed the £15,000 revenue funding provided annually to Burscough Dynamo Football Club to support the maintenance of Abbey Lane Playing Fields.

During the ensuing discussion members raised questions/queries in respect of the Football Clubs financial position and asked that a further report be submitted to the Committee in this regard.

RESOLVED That a further report be submitted to the next meeting of the Committee outlining the Club's financial position and that a representative of the Club be invited to attend the meeting.

13 LITTER BIN POLICY REVIEW

Consideration was given to the following 3 items in relation to the review undertaken by the Committee entitled 'Litter Bin Policy'.

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14 PRESENTATION FROM EGBERT TAYLOR

The Committee received a presentation from Emmett Reidy of Egbert Taylor on BigBelly, a smart, solar-powered, sensor-equipped waste and recycling station that can communicate real-time status to waste collection operatives in order to enable and increase efficiencies.

He referred to efficiencies in respect of reduced number of collections, operation time, vehicle allocation to bin collection, co2 emissions, street clutter, street cleaning and trade dumping and to the transformation of public places.

He explained how the waste and recycling stations particularly referring to the compacting of the material deposited, how they are supported by cloud or wifi hotspot option, the safety aspects of the design of the station, the compactor design and the data derived on collection requirements.

He went on to provide an illustration of the current locations of these waste and recycling stations and of local authorities with stations and their collection/location performance, fullness frequency data and to the availability of advertising on the stations. In concluding he referred to variations of the product e.g. Telebelly.

Questions and comments were raised in respect of the following:

- Request for data from local authorities similar to West Lancashire Borough Council. It was noted that data from Keighley would be provided to Members
- Recycling models – double/single stations

- Siting stations on narrow pathways
- Vandalism e.g. graffiti
- Charging in relation to pilot study/trial
- Cash savings

The Chairman expressed thanks to Emmett Reidy for his attendance and presentation.

RESOLVED That the Director of Leisure and Environment submit a report to the next meeting of the Committee on the implementation of a pilot/trial of a BigBelly waste and recycling station in the Borough.

15 **CONDITION SURVEY**

The Director of Leisure and Environment reported upon the findings of the condition survey of the litter bins in the Borough that had been undertaken.

RESOLVED That the report be noted.

16 **REVIEW PROJECT PLAN**

The project plan as circulated and contained on pages 43 to 45 of the Book of Reports was considered by the Committee.

RESOLVED That the Project Plan be approved.

17 **REVIEW OF THE PUBLIC SPEAKING PROTOCOL**

Consideration was given to the report of the Borough Solicitor as circulated and contained on pages 43 to 54 of the Book of Reports which reviewed the current protocol for public speaking at meetings of Cabinet, Overview and Scrutiny Committees, Audit & Governance Committee and Standards Committee.

The report detailed the number of public speaking requests that had been received since the implementation the Protocol and advised on feedback that had been received since the last review.

RESOLVED That a further report be submitted to the next meeting of the committee on the following proposed revisions to the Public Speaking Protocol:-

- i) The inclusion of reference to Parish Councils

- ii) The provision for a resident to be represented by a Borough Councillor
- iii) The provision for written representations to be considered without the need for the resident to attend
- iv) The extension of public speaking to Council meetings and meeting to commence at 7.00pm in order to accommodate this.

18 WORK PROGRAMME OF THE COMMITTEE

Consideration was given to the Work Programme, as contained on pages 67 and 68 of the Book of Reports.

- RESOLVED A. That the timetable attached at Appendix 'A' for establishing the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee 2019/20 be approved.
- B. That arrangements be put in place to request items for the Work Programme for 2019/20 from Members, the Corporate Management Team (CMT), by inviting members of the public to submit topics via a press release and by the inclusion of an article on the Council's web-site.
- C. That all potential topics received by the deadline be published on the Council's web site for Members of the public to comment or make suggestions.
- D. That following the deadline for receipt of potential topics the Lead Officer, in consultation with the Chairman, Vice-Chairman and Conservative Spokesperson be requested to score each of the topics using the agreed selection criteria set out at Appendix B. It was noted that the meeting for this process would be held on 20 September 2019.
- E. That a report on the Work Programme for 2019/20 together with the results of the scoring exercise, be considered at the next meeting of the Corporate and Environmental Overview and Scrutiny Committee and the Committee select one topic for Review.

19 MINUTES OF MEMBER DEVELOPMENT COMMISSION

The minutes of the Member Development Commission meeting held on 14 March 2019 were circulated.

- RESOLVED That the minutes be noted.

20 EXCLUSION OF PRESS AND PUBLIC

RESOLVED That under Section 100A(4) of the Local Government Act 1972, the press and 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.

21 BTLS ANNUAL REVIEW 2018/19

Consideration was given to the report of the Director of Housing and Inclusion as contained on pages 73 to 94 of the Book of Reports that detailed the Annual Review 2018/19 of services provided by BT Lancashire Services as part of the partnership agreement with Lancashire County Council.

The Chairman welcomed the representatives from BT Lancashire Services (BTLS).

The meeting was attended by Mr Mark Orford (Director of ICT Services) and Ms Claire Hall (Director of Transactional Services) who provided an overview of the work that had been undertaken over the previous 12 months under the partnership agreement.

Comments and questions were raised in respect of the following:

- Infrastructure, deficient wifi in Council Offices, Ormskirk
- The support provided to residents with council tax arrears
- Waiting times for NNDR rebate
- Data on password resetting of Councillors devices

RESOLVED That the BT Lancashire Services Annual Review 2018/19 be noted.

.....
Chairman

PUBLIC SPEAKING – PROTOCOL

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

1.0 Public Speaking

1.1 Residents of West Lancashire may, on giving notice, address any of the above meetings to make representations on any item on the agenda for those meetings, except where the public and press are to be excluded from the meeting during consideration of the item.

1.2 The form attached as an Appendix to this Protocol should be used for submitting requests.

2.0 Deadline for submission

2.1 The prescribed form should be received by Member Services by 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.)



REQUEST FOR PUBLIC SPEAKING AT MEETINGS

MEETING & DATE

NAME

ADDRESS

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Post Code

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<p>YES/NO*</p> <p>*delete as applicable</p>
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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 (including access) or if you have any queries regarding your submission please contact Member Services on 01695 585065

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AGENDA ITEM :

**Corporate and Environmental
Overview & Scrutiny Committee
10 October 2019**

**Cabinet
5 November 2019**

Report of: Director of Leisure and Environment

Relevant Portfolio Holder : Councillor Y. Gagen

**Contact for further information: Mr S Kent, Leisure Operations Manager
(E-mail: stephen.kent@westlancs.gov.uk)**

SUBJECT: ABBEY LANE PLAYING FIELDS – REVIEW OF FUNDING

Wards affected: Burscough wards

1.0 PURPOSE OF THE REPORT

1.1 To review the £15,000 revenue funding given annually to Burscough Dynamo Football Club to support the maintenance of Abbey Lane Playing Fields.

2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL SCRUTINY COMMITTEE

2.1 Members note the content of this review and approve the following recommendations to Cabinet.

3.0 RECOMMENDATIONS TO CABINET

3.1 Members agree that the allocation of £15,000 revenue budget, to support the maintenance of the new drainage system at Abbey Lane Playing Fields, be continued in 2019/20, then reduced incrementally by £5,000 a year until it is phase out in 2022/23.

3.2 The revenue savings made by reducing this budget allocation be used for projects to improve and develop other Council greenspace and recreational land.

4.0 BACKGROUND

- 4.1. In September 2013 Cabinet gave approval to enter into a long term lease with Burscough Dynamo Football Club (the "Club"), formerly called Burscough Juniors Football Club, for the changing pavilion and pitches located at Abbey Lane Playing Fields, with provision for the Club to seek funding for improvements to the site, with restrictions that the site should be used for multi-sports activities.
- 4.2 This decision was made following a prolonged period where the poor condition of the pitches had limited and finally closed the site for use. The condition of pitches was investigated and the cost of improvements to allow them to be re-used was assessed.
- 4.3 Working together the Club and the Council were able to attract funding from the Football Foundation (£98,000) and Sport England (£65,000) to add to a capital funding allocation by the Council of £100,000, and capital works were undertaken in 2016/17. Play re-commenced at the facility in 2017.
- 4.4 The lease to the Club involved them taking on full maintenance responsibilities for the building and pitches, with the exception of the cricket squares which the Council undertook to maintain. The Football Foundation, in their grant offer, included an indication of the annual maintenance costs of £44,000 based upon estimates from the Football Foundation.
- 4.5 In the Cabinet report in 2013 it was indicated in the resource implications that the revenue budget sum of £15,000 for maintenance would remain to be utilised towards supporting the annual cost of maintenance of the new drainage system.
- 4.6 At its meeting on 12 October 2017 the Corporate and Environmental Overview and Scrutiny Committee agreed to undertake a review entitled "Community Involvement in Service Delivery". This resulted in a report to Council with recommendations including "That in the interest of prudent financial management the £15,000 revenue funding given to Abbey Lane each year be reviewed in the context of the overall programme of grants given to voluntary organisations."
- 4.7 This revenue funding was reviewed and a proposal to stop the allocation was presented to Committee on 11th July 2019. At this meeting Members were concerned that stopping this allocation totally at this time may create hardship for the Club and further information was requested before a decision was made.
- 4.8 It was requested that the Club be given the opportunity to provide more information on their financial position, and also be given the opportunity to attend the next Corp O & S Committee to provide a presentation to Members on the Club, its management of the Abbey Lane facility, and the impact of the removal of the revenue grant.

5.0 CURRENT POSITION

- 5.1 The Club have provided a written statement on its current operation and its view of the impact of the proposal to cut the revenue funding (see appendix 1 – Letter from Burscough Dynamo Football Club). In this statement the Club confirms that it is operating efficiently and managing the facility well, however, removal of the revenue grant which is meant specifically to maintain the new drainage system on the pitches, in line with Football Association and Sport England funding requirements, would cause them difficulties. It would mean that this revenue grant would have to be replaced by their own funding which would reduce the availability to undertake other site maintenance issues like fence repair and replacement, and tree management, which have accumulated over the years.
- 5.2 The Club have requested that the proposal to cut the grant totally from this year be replaced with a £5,000 incremental reduction of the grant over the next 3 years. In effect this would mean a gradual reduction of the allocation until it ceases totally in 2022/23.
- 5.3 The Club have also accepted the offer to present their case to Members at the next committee.

6.0 KEY ISSUES

- 6.1 Should Members wish to accept the proposal for a reducing subsidy at this facility this would be more in line with the process undertaken at other community based community transfers including Skelmersdale Community Centres and The Civic.
- 6.2 The initial allocation of the £15,000 revenue budget to contribute towards the maintenance of pitch drainage was set up to give the main external grant funders the confidence that their investment was going to be protected. To maintain this confidence the Club should, as part of their annual reporting, provide the Council with information to show that this maintenance has been undertaken.

7.0 PROPOSALS

- 7.1 The Club have requested that the current £15,000 revenue budget for pitch drainage maintenance at Abbey Lane Playing Fields be reduced annually from next year by increments of £5,000. They feel that this method of reduction will allow the Club to undertake long standing maintenance issues at the site without creating significant financial difficulties. This would seem to be a reasonable compromise to an immediate total removal of the budget and it is proposed that Members accept this proposal.

- 7.2 The revenue savings that this incremental reduction in allocation will create (£5,000 in 2020/21, £10,000 in 2021/22, and £15,000 from 2022/23) could be used for projects to help to improve other greenspace and recreational land owned by the Council. It is proposed therefore that the savings be put to this use.

8.0 SUSTAINABILITY IMPLICATIONS

- 8.1. The funding provided to date has supported the development of a community sports club in providing facilities to allow the development of healthy outdoor activity for the local community, and has had a positive impact on health, inclusion and community use of the site.

9.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 9.1 Should the proposal to cut the grant totally from this year be replaced with an incremental reduction of the grant over the next 3 years this would mean retaining the £15,000 revenue allocation in 2019/20, reducing it to £10,000 in 2020/21, and £5,000 in 2021/22, with the grant finally ceasing in 2022/23.
- 9.2 Should Members agree to the proposal in 7.2 the savings generated would be used to undertake improvement projects to other areas of Council owned greenspace and recreational land.

10.0 RISK ASSESSMENT

- 10.1 Providing adequate maintenance support is a crucial element of protecting the capital investment in the Abbey Lane facility and ensuring that the new drainage system remains in good condition and helps to provide good quality playing pitches for the local community. Failure to maintain the system would result in a loss of reputation of the Council and the potential of other funders re-claiming their grant allocations. The Club will prioritise maintenance of the drainage system and provide annual reports to show that this is being undertaken, and will use their reducing subsidy from the Council to offset the costs of other outstanding maintenance issues.

Appendices

- Appendix 1 - Letter from Burscough Dynamo Football Club
- Appendix 2 - Equality Impact Assessment

Appendix 1

Mr S Kent
Leisure Operations Manager
Robert Hodge Centre
Stanley Way
Skelmersdale
WN8 8EE

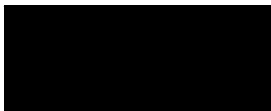
Dear Steve

05/08/2019

Thank you for sending over a copy of the review of funding for Abbey Lane Burscough, we appreciate the council do not have a bottomless pit of money and we have been helped out financially over the past couple of years.

We also are proud of the way the site is being run and the success of the club. We feel that we may be a victim of our own efficiency, on paper we are a success however we are a little concerned that there is still a lot of maintenance work to be carried out due to the last 10/15 years of neglect due to the site being "mothballed", we need to replace fencing cut trees back around the perimeter of the entire site along with the general repairs due to lack of maintenance over the past years.

Basically as it stands at the moment we are holding our own financially, however if we are to lose the funding from WLBC we would then be in a situation where we would need to cut back on the costs of site maintenance to divert funds to the scheduled maintenance of the pitches, as per the conditions of the grant award from Sport England and the FA, which is not a situation we would want to be put in. If we where to secure some of the funding for the next couple of years or if it would be more acceptable reduce the funding over say the next three years it would enable us to get in a position where we could quite easily cope with the ongoing maintenance, as you can appreciate there is a major commitment from the club to ensure the site thrives and to date we have achieved this goal, but again we are concerned that the club are to be left with considerable works due to the neglect of the site over the years. We would like to appeal the decision the withdraw funding for the site for at least the next couple of years to continue its upkeep for not only ourselves but the wider community.



Elliot Cosgrove
(Chairman)

Equality Impact Assessment Form



Directorate: Leisure & Wellbeing	Service: Leisure
Completed by: Stephen Kent	Date: 6 th August 2019
Subject Title:	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	No <i>*delete as appropriate</i>
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	Yes
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	No
Details of the matter under consideration:	Review of revenue budget for the maintenance of pitch drainage system at Abbey Lane Playing Fields
<p><i>If you answered Yes to any of the above go straight to Section 3</i></p> <p><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/No* <i>*delete as appropriate</i>
<p>If Yes, provide details of how this impacts on service users, staff or Councillors (stakeholders):</p> <p><i>If you answered Yes go to Section 3</i></p>	
<p>If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups:</p> <p><i>You do not need to complete the rest of this</i></p>	

<i>form.</i>	
3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Burscough Dynamo Football Club (the Club) and users of Abbey Lane Playing Fields
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	See above
Which of the protected characteristics are most relevant to the work being carried out?	<i>*delete as appropriate</i>
Age	Yes
Gender	Yes
Disability	Yes
Race and Culture	No
Sexual Orientation	No
Religion or Belief	No
Gender Reassignment	No
Marriage and Civil Partnership	No
Pregnancy and Maternity	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?	Community Football Club, local football teams
What will the impact of the work being carried out be on usage/the stakeholders?	Impact would be minimal
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?	Service is good. Management of the facility is efficient and effective and usage is increasing
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?	Consultation with the Club
If any further data/consultation is needed and is to be gathered, please specify:	Situation will be monitored annually by the Club and reported to WLBC
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either	Changes should have minimal negative impact

positively or negatively or in terms of disproportionate impact)?	Positive impact would be increased maintenance throughout the site
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.).	Negative impact minimal so initially monitoring should be sufficient
What actions do you plan to take to address any other issues above?	.Regular liaison with the Club and annual feedback
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	August 2020 – S. Kent



**CORPORATE &
ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE:
10 October 2019**

Report of: Director of Leisure and Environment (Lead Officer)

**Contact for further information: Julia Brown (Extn. 5065)
(E-mail: Julia.Brown@Westlancs.gov.uk)**

SUBJECT: 'LITTER BIN POLICY' – DRAFT FINAL REPORT

Borough wide interest

1.0 PURPOSE OF THE REPORT

1.1 To consider the draft final report and proposed recommendations following a review entitled 'Litter Bin Policy'.

2.0 RECOMMENDATIONS

2.1 That the Committee consider and comment on the first draft final report on 'Litter Bin Policy' attached as Appendix 1 to the report, and that a final report be submitted to Cabinet on 5 November 2019 and also Council on 11 December 2019, if appropriate.

2.2 That Members consider any additional recommendations to be included in the report.

3.0 CURRENT POSITION

3.1 Attached at Appendix 1 to the report is the first draft final report on the review entitled 'Litter Bin Policy' for consideration by the Committee.

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 EIA is required.

Appendix

1. Draft Final Report of the Corporate and Environmental Overview & Scrutiny Committee 'Litter Bin Policy'
2. Draft Litter Bin Policy (to follow)
3. Project Plan



West Lancashire Borough Council

Report of the Corporate and Environmental Overview & Scrutiny Committee
'Litter Bin Policy Review'





Litter Bin Policy - Report of the Corporate and Environmental Overview & Scrutiny Committee

FOREWORD by the Chairman Councillor Vickie Cummins



“The Corporate and Environmental Overview & Scrutiny Committee carried out a review of the requirement for a ‘Litter Bin Policy’ in 2018/19. This report sets down the outcomes of the work undertaken by Members of the Committee during that period.

We started the scrutiny project in December 2018 with an overview presentation from the Operations Manager from Street Scene, to assist our understanding of the current provision of litter bins across the Borough and the collection process. It was identified that a litter bin strategy was required to determine the size and style of the bins, along with a collection process, under a centralised management.

We would like to thank all those who have been involved in the review in particular those Members and Officers who took the time to attend meetings.

In addition to the information provided by Officers of the Council, we would like to thank External partners who provided detail in respect of Community Involvement in Service Delivery both locally and wider afield.

THE REVIEW

BACKGROUND

The Corporate and Environmental Overview & Scrutiny Committee at its meeting on 11 October 2018 agreed that the topic selected for review in the 2018/2019 work programme of the Committee would be a "Litter Bin Policy".

A service review had identified the need for a Litter Bin Strategy.

TERMS OF REFERENCE

1. To undertake a review entitled "Litter Bin Policy" in order to provide a consistent approach to litter bin provision and collection across the borough.
2. To present a draft litter bin strategy/policy to Cabinet and Council, as appropriate,

RECOMMENDATIONS

- 1) That the Director of Leisure and Environment present a "Litter Bin Policy" to be considered by Cabinet at its meeting on 5 November 2019 and also by Council on 11 December 2019, if appropriate.

INFORMATION GATHERED

Meeting held on 6 December 2018 (Presentation 1)

The Operations Manager from Street Scene, provided the Members with an overview as to the current processes in place for providing bins across the Borough and the collection of the refuse.

The current process involved three different services across the Borough providing bins, with the servicing of those bins being undertaken by Street Scene. In February 2016, Council agreed for the removal of dog waste bins and the litter bins were to be of dual usage.

A service review had identified that a litter bin policy was needed and as part of the review Members were asked to consider numerous factors like the size and style of litter bins, location of installation and a centralised management of the bins.

Meeting held on 7 March 2019 (Presentation 2)

The Committee received a presentation from the Operations Manager of Street Scene, which outlined the current position in relation to a litter policy and the different designs including style, size, fill level sensors, compaction bins, innovations and comparison with other local Authorities.

A further presentation was given in relation outlining the criteria for the positioning of the litter bins.

Questions were raised regarding the following:

- Advertising on litter bins
- Fill level monitoring options
- The sale of litter bins to other stakeholders
- On street recycling
- Conservation areas
- Clean and Green service launch

Meeting held on 11 July 2019 (Presentation 3)

The Committee received a presentation from Emmett Reidy of Egbert Taylor, on "Bigbelly", a smart, solar powered, sensor-equipped waste and recycling station. "Bigbelly" is able to communicate real-time status to waste collection Operatives, in order to increase efficiencies.

Questions were raised regarding the following:

- A request for data from local Authorities similar in size to West Lancashire.
- Recycling models – single/double stations
- Siting stations on narrow pathways
- Vandalism
- Charging in relation to a pilot study
- Cash savings

It was resolved that the Director of Leisure and Environment would submit a report on the implementation of a pilot/trial of "bigbelly" waste and recycling stations throughout the Borough to the next Committee.

The Committee noted the findings of a condition survey of the litter bins in the Borough that had been undertaken.

Membership of the Committee

2017/18

Chairman: Councillor N Hennessy

Vice Chairman: Councillor M Nixon

Councillors: Mrs M Blake, T Blane, P Cotterill, S Currie, D Evans, G Hodson, K Lockie, C Marshall, A Owens, N Pryce-Roberts and D West.

2018/19

Chairman: Councillor V Cummins

Vice Chairman: Councillor J Finch

Councillors: Mrs M Blake, T Blane, C Cooper, C Coughlan, S Currie, G Dowling, J Gordon, G Hodson, K Mitchell, J Monaghan, Anne Sutton.

OFFICER SUPPORT

Lead Officer: Heidi McDougall, Director of Leisure and Environment

Scrutiny Support Officer: Jacky Denning, Member Services Manager
Julia Brown, Member Services Officer

Officers Reporting: Michelle Williams, Operational Manager Street Scene

Legal Officer: Tina Sparrow, Principal Solicitor
Tom Dickinson, Assistant Solicitor

SUSTAINABILITY IMPLICATIONS

There are no significant sustainability impacts associated with this report; however, developments in this area of work are likely to involve stakeholders, especially the local community, in its on-going development.

FINANCIAL AND RESOURCE IMPLICATIONS

There are no significant financial or resource implications arising from this report other than work associated with developing a Council Litter Bin Policy. Financial or resource implications will need to be considered for any future projects or actions arising from this review.

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 of members of the public, employees, elected members and / or stakeholders, therefore no Equality Impact Assessment is required. An EIA would be undertaken for any future projects or actions arising from this review.

Appendices

Draft Litter Bin Policy

CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE – PROJECT PLAN

Title: **LITTER BIN POLICY**

MEMBERSHIP:

Chairman: Councillor V Cummins Vice-Chairman: Councillor J Finch

Councillors: Mrs M Blake, T Blane, C Cooper, C Coughlan, S Currie, G Dowling, J Gordon, G Hodson, K Mitchell, J Monaghan, A Sutton

TERMS OF REFERENCE

1. To undertake a review entitled 'Litter Bin Policy' in order to provide a consistent approach to litter bin provision and collection across the Borough.
2. To present a draft Litter Bin Strategy/Policy to Cabinet and Council, as appropriate.

OBJECTIVES

The present –

- To understand the current arrangements for litter bin provision and collection in the Borough, including details of current providers and collectors.
- To examine the various types of litterbin designs currently provided across the Borough.

The future –

- To develop a Litter Bin Strategy/Policy, to include a criteria for the situation of bins
- To consider the condition survey of existing litterbin stock and current replacement problems
- To provide a central point of contact within the Council when considering litterbin provision and collection arrangements.
- To include litterbin locations within the Council's asset register.

Comparison

To compare litterbin designs, with a view to providing a standard/uniformed litterbin across the borough and if appropriate, comparing these designs with those provided by other Local Authorities.

Resources -

- The Director of Leisure and Environment will provide technical support and guidance, together with Officers from Street Scene.
- External contribution, as appropriate
- Any funding requirements will be included in the final recommendations of the Committee.

INFORMATION

Who?	Why?	How?
Representative/s from Street Scene	To provide information and proposed designs for litterbins.	Attendance at meetings and presentation of information.
The Director of Leisure and Environment	To lead the review	Attendance at meetings.
The Portfolio Holder for Street Scene	To consider the proposed strategy/policy.	Attendance at a meeting or via e-mail

ESTABLISH WAYS OF WORKING**Officer Support**

Lead Officer (Corporate and Environmental Overview & Scrutiny Committee) – Heidi McDougall, Director of Leisure and Environment

Scrutiny Support Officer (SSO) – Julia Brown, Member Services / Civic Officer

Legal Officer (LO) – Tom Dickinson, Principal Solicitor

Officers reporting as and when required –

Michelle Williams, Operations Manager, Street Scene

Reporting Arrangements

The Director of Leisure and Environment or Officers on her behalf, will contribute, as appropriate on all aspects of the review related to street scene services

The Lead Officer (Director of Leisure and Environment)/Overview and Scrutiny Officer will co-ordinate the generic elements of the review and submit reports as required.

The Corporate and Environmental Overview and Scrutiny Committee to submit its final report and recommendations to Cabinet and Council (as appropriate) in October 2019.

TIME SCALES

6 December 2018 (Meeting 1)

- Introduction of the topic from the Director of Leisure and Environment
- Presentation from the Operations Manager, Street Scene - to understand the current arrangements for litter bin provision and collection in the Borough, including details of current providers and collectors
- Draft Project Plan submitted for consideration and approval

7 March 2019 (Meeting 2)

- To consider litterbin designs
- To consider a draft criteria for the situation of bins
- To review and agree the Project Plan

July 2019 (Meeting 3)

- To receive a presentation from Egbert Taylor (an organisation that provide compaction litter bins).
- To consider the condition survey of existing litterbin stock and current replacement problems.
- To review and agree the Project Plan

October 2019 (Meeting 4)

- To consider the draft litterbin strategy/policy and final report of the Committee prior to its submission to Cabinet and Council (if appropriate).

RECOMMENDATIONS

(To be included as and when they are agreed by the Committee.)

REVIEW DATE – If completed in the timescales indicated, July 2020.



**CORPORATE AND
ENVIRONMENTAL OVERVIEW &
SCRUTINY COMMITTEE:
10 OCTOBER 2019**

Report of: Borough Solicitor

**Contact for further information: Mrs Julia Brown (Extn.5065)
(E-mail: Julia.brown@westlancs.gov.uk)**

SUBJECT: REVIEW TOPIC FOR 2019/20 AND CONFIRMATION OF WORK PROGRAMME

Wards affected: Borough wide.

1.0 PURPOSE OF THE REPORT

1.1 To select one topic for review in 2019/20 following the outcome of the scoring exercise.

2.0 RECOMMENDATIONS

2.1 That the results of the scoring exercise (Appendix A) be noted and the recommendations therein be actioned and endorsed.

2.2 That one topic be selected for review in the 2019/20 Work Programme of the Committee.

2.3 That a presentation on the selected topic be provided and a draft Project Plan for the review be prepared for the next meeting.

2.4 That the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee as set out below, subject to any amendments agreed by the Committee, be confirmed and included on the Council's web site.

'Corporate and Environmental Overview and Scrutiny Committee'

The Committee conducts in-depth reviews/policy development as set out in its Work Programme.

The Committee considers, as part of its routine work:

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

- Recommendations from previously conducted reviews

It was agreed at Council on 10 July 2019 that the Member Development Commission will continue its work during 2019/20 reporting to Executive Overview and Scrutiny Committee.

- 2.5 That, subject to agreement at 2.2 above, a press release be prepared and issued to inform local residents of the chosen review topic to be included in the Committee's Work Programme 2019/20.
- 2.6 That the Work Programme 2019/20 attached at Appendix B be noted.

3.0 BACKGROUND

- 3.1 The Corporate and Environmental Overview and Scrutiny Committee establishes its own Work Programme annually. At its meeting on 11 July 2019 the Committee confirmed that arrangements would be put in place to request items for its Work Programme for 2019/20. This would be done:
- By inviting members of the public to submit topics via a press release and by the inclusion of an article on the Council's web site.
 - By inviting all Members, Parish Councils and Corporate Management Team (CMT) to submit topics.
- 3.2 Further, that following the deadline for receipt of potential topics the Lead Officer, in consultation with the Chairman, Vice-Chairman and Conservative Group Spokesperson would score a number of potential topics put forward.
- 3.3 The scoring exercise was subsequently undertaken with the Chairman, using the scrutiny topic selection assessment, with regard to the Corporate Priorities 2019/20 and the information that had been submitted on each topic.
- 3.4 The following submitted topics were considered:
1. Lack of Policing in Skelmersdale
 2. Speeding Traffic along the A570 at Scarisbrick
 3. Mini Roundabout at Junction of St Helens Rd/ Knowsley Rd/ Small Lane
 4. Measures to reduce speeding traffic in areas of school children and elderly. Encourage use of bikes and provide extensive and safe network of cycle routes.
 5. Publicise, promote pathways / cycleways of Skelmersdale, restore signposting and produce new maps
 6. Shortage of Policing Resources in West Lancs
 7. Development of Wild Flower and Wooded Sites
 8. Foot Bridge over the canal from Heathfields Estate, Burscough
 9. Follow the Principles of the Good Verge Guide and implement a Wildflower Verge and Roundabout Programme
 10. Review Vulnerable Tenants Policy
 11. Review Financial Inclusion Policy
 12. Roundabouts and public spaces (wildflower planting, weed control, litter picking, cycle lanes, canal towpath, tree planting, restriction for HGV's using Church Rd, Rufford)
 13. Review of Public Conveniences
 14. Youth Service (for young people ages 13-19 years and 25 years with disabilities)

4.0 CURRENT POSITION

- 4.1 The Summary of Recommendations – Scoring Result (Appendix A) sets out the overall results of the scoring exercise undertaken.

5.0 PROPOSALS

- 5.1 That the highest scoring topic is selected for inclusion in the Work Programme for the Committee for 2019/20.
- 5.2 That a presentation on the chosen topic be provided, along with a draft Project Plan, in order that work can commence on the chosen topic without delay.
- 5.3 That the recommendations, related to other topic suggestions submitted, as detailed in Appendix A be endorsed and actioned.
- 5.4 It is further proposed that following confirmation of the topic for review that the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee for 2019/20, subject to any amendments, be included on the Council's website.
- 5.5 That a press release be prepared and issued to inform local residents of the chosen review topic to be included in the Committee's Work Programme 2019/20.

6.0 SUSTAINABILITY IMPLICATIONS

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

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

8.0 RISK ASSESSMENT

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

9.0 CONCLUSION

- 9.1 The topic selection process involves Members applying their knowledge, experience and judgement throughout. Officers can support and advise Members on topic selection having regard to the agreed criteria. It is for the Members of the Corporate and Environmental Overview and Scrutiny Committee to decide how they wish to proceed.

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 report does not have a direct impact on members of the public, employees, elected members and / or stakeholders. However, any recommendations coming forward from the selected topic may have an impact on those groups and, if so, this will be assessed when the final review report is prepared.

Appendices

- A Summary of Outcome – Topic Scoring Exercise
- B. Work Programme 2019/20

**CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE
SUMMARY OF OUTCOME – TOPIC SCORING EXERCISE
20 SEPTEMBER 2019**

Topics – Score 1-4 (Reject)

Topic Ref No.	Source	Topic	Outcome
1	<i>(A member of the public)</i>	Police Visibility (Skelmersdale)	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly.</p> <p>Recommendation: Reject for in-depth review and that the details be referred to Lancashire Police Constabulary for response in respect of the relevant issues raised.</p>
43	<i>(A member of the public)</i>	Speeding Traffic A570 Scarisbrick	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly. The matter raised should be referred to LCC as the responsible Authority for Highways and to Lancashire Constabulary for comments and response.</p> <p>Recommendation: Reject for in-depth review and that the details be referred to LCC and Lancashire Police Constabulary for response in respect of the relevant issues raised.</p>

Topic Ref. No.	Source	Topic	Outcome
3	<i>(A member of the public)</i>	Mini Roundabout at St Helens Rd, Knowsley Rd, Small Lane	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly. The matter highlighted should be referred to LCC as the responsible authority for highways. .</p> <p>Recommendation: Reject for in-depth review and that the details be referred to LCC as the responsible highways authority.</p>
4	<i>(A member of the public)</i>	Reduce volume, speed of traffic, encourage use of bikes	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly. A review of speed limits near schools and a review of cycling in West Lancashire has already been subjects of in-depth scrutiny review. The reports are available at:-</p> <p>https://www.westlancs.gov.uk/media/69170/os-report-speeding-traffic.pdf</p> <p>https://www.westlancs.gov.uk/media/69143/cycling-in-west-lancs-final-review-report-may-2013.pdf</p> <p>Recommendation: Reject for in-depth review and that the matters be referred to LCC.</p>
5	<i>(A member of the public)</i>	Restore and promote Skelmersdale Pathways and Cycleways	<p>It was concluded that although there is good evidence linking the topic to the Council's current key aims but not to the Council's current priorities.</p> <p>Recommendation: Reject for in-depth review and that the matters be raised with WLBC housing and Inclusion Services and relevant service at LCC.</p>

Topic Ref No.	Source	Topic	Outcome
6	<i>(Clerk to Bickerstaffe PC)</i>	Shortage of Police Resources in West Lancs	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly.</p> <p>Recommendation: Reject for in-depth review and that the details be referred to the relevant Portfolio Holder to raise at the Lancashire Police and Crime Panel and that the matter is raised with Lancashire Police Constabulary for response in respect of the relevant issues raised.</p>
Page 145	<i>(A member of the public)</i>	Development of Wildflower and Wooded sites	<p>It was concluded that the matter was already being addressed by Leisure and Environment Services</p> <p>Recommendation: Reject for in-depth review and that the details be referred to the Director Leisure and Environment for response.</p>
8	<i>(A member of the public)</i>	Bridge over Canal from Heathfields Estate, Burscough	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly.</p> <p>Recommendation: Reject for in-depth review and the matter be referred to the Director of Development and Regeneration for response in respect of developments of the bridge and that other related issues be passed to the Canal and River Trust and LCC.</p>
9	<i>(Councillor C Cooper)</i>	Implement Good Verge Guide – Wildflower and Roundabout	<p>It was concluded that the matter was already being addressed by Leisure and Environment Services</p> <p>Recommendation: Reject for in-depth review and that the details be referred to the Director Leisure and Environment for response.</p>

Topic Ref No.	Source	Topic	Outcome
10	<i>(Councillor C Coughlan)</i>	Review Vulnerable Tenants Policy	<p>It was concluded that although there is good evidence linking the topic to the Council's current key aims but not to the Council's current priorities. Details relating to the Allocations Policy with reference to Vulnerable Tenants:-</p> <p>https://www.westlancs.gov.uk/media/544569/allocations-policy-october-2018.pdf</p> <p>Recommendation: Reject for in-depth review.</p>
12 Page 146	<i>(A member of the public)</i>	Roundabouts and public spaces (wildflower planting, weed control, litter picking, cycle lanes, canal towpath, tree planting, restriction for HGV's using Church Rd, Rufford)	<p>It was concluded that although there is some evidence linking the topic to the Council's current key aims and priorities these are only indirectly.</p> <p>It was established that the issue relating to weed control had been addressed:-</p> <p>https://democracy.westlancs.gov.uk/mgAi.aspx?ID=8320</p> <p>Recommendation: Reject for in-depth review and that the further issues be referred to the Director of Leisure and Environment, Canal and River Trust and LCC for their response.</p>

Topic Score 5-6 (Possible topic for scrutiny)

Topic Ref No.	Source	Topic	Outcome
11	<i>(Councillor C Coughlan)</i>	Review of Financial Inclusion Policy	<p>It was concluded that there is good evidence linking the topic to Council's key aims but not to the Council's current priorities, although it was concluded that there may be substantial benefits for a substantial proportion of the Community.</p> <p>Recommendation: Possible topic for in-depth review.</p>
13 Page 147	<i>(WLBC)</i>	Review of Public Conveniences	<p>It was concluded that there is good evidence linking the topic to Council's key aims and priorities and could lead to benefits for a moderate proportion of the community.</p> <p>Further information in relation to possible in-depth Review can be found in the links below (Minute 14R – Extraordinary Council 10.7.19) http://democracy.westlancsdc.local/mgAi.aspx?ID=8192</p> <p>Recommendation: Possible topic for in-depth review.</p>

(Topic submitted Late)

Topic Ref No.	Source	Topic	Outcome
14	<i>(Councillor J Finch)</i>	Youth Service (for young people ages 13-19 years and 25 years with disabilities)	It was concluded that there was good evidence linking topic to Council's key aims but not to the Council's current priorities. LCC are the responsible authority for Youth Services. An in-depth review would therefore not be effective at this time. Recommendation: Reject for in-depth review

Topic 10 - Review Vulnerable Tenants Policy - Additional Information

To identify vulnerable tenants Tenancy Services have a Needs Risk Assessment Procedure in place, applicants for housing will be assessed at the pre-tenancy stage to determine what level of support if any is required for them, this approach will help vulnerable tenants sustain their tenancies by providing support or signposting them to partner agencies such as mental health services, drug and alcohol services etc. Our aim is to support tenants in sustaining their tenancies, especially within the first 12 months.

Once the applicant has signed for the tenancy they will be contacted by their Housing Officer who will make a decision on the level and frequency of support needed.

The Councils Financial Inclusion Team will also attend any new tenancy sign up if needed, this is to ensure tenants who are not working will receive the necessary support in claiming benefits such as Universal Credit.

We also attend multi-agency meetings with our partners on a regular basis to discuss vulnerable/at risk tenants and what safeguards need to be put in place in situations such as anti-social behavior cases, domestic violence cases etc.

Council Tenants' Financial Inclusion Strategy 2015-2018

DRAFT

Author:	Project Support Manager
Owner:	Bob Livermore
Date created:	January 2016
Next review date:	January 2017

Why do we need a Financial Inclusion Strategy?

Too many of our residents are excluded from, or are unable to engage with, the financial services necessary to play a full part in modern society: managing money, absorbing financial shocks and planning and providing for the future. The Financial Inclusion Commission defines a financially inclusive society as “one in which financial services are accessible to all, easy to use and meet people’s needs over their lifetime. Financial inclusion also means that people have the skills and motivation to use financial services, and to benefit meaningfully from them.”

Financial exclusion is a problem for many households. Financial services are an essential part of everyday life. People need to manage day-to-day financial transactions, such as receiving income, paying bills and buying goods. They may also need to meet one-off expenses, such as family holidays and Christmas expenses or to meet the need of less predictable expenses, such as burglary or white goods breaking down.

If people experience difficulty accessing and using financial services it can mean that they are stopped from fully participating in society and may have to pay a ‘poverty premium’, for example not being able to access cheaper deals on utilities (which are usually linked to direct debit payments which can only be made with a bank account), or experiencing difficulty accessing online deals and comparison tools. Exclusion from affordable loans leaves people who need a loan with no option but to use high-interest credit. Without a bank account, individuals using agencies to cash cheques may be charged 7-9% of the value of the cheque, plus a transaction fee. These individuals would also not be able to obtain contract mobile phones, and would instead have to rely upon pay-as-you-go phones with more expensive usage fees. Financial exclusion might make it difficult for people to move into work, as many employers will only pay wages into a bank account. It may also be the case that those who have accumulated high debts face the risk that their workplace earnings will be pursued by creditors.

This has knock-on effects on a person’s mental wellbeing as the consequences of problem debt can be stress, depression and a sense of insecurity. There are also social costs of feeling excluded from mainstream society. Financial exclusion removes choices and opportunities from families and communities and is known to exacerbate poverty.

Tenants in social housing are disproportionately affected by financial exclusion and it is estimated that they make up around 60% of all financially excluded people. The Chartered Institute for Housing (CIH) has stated that “The housing sector is in a unique position to help financially excluded people. Housing organisations are trusted intermediaries for tenants and have knowledge of and access to a large number of financially excluded households. Therefore the housing sector should tackle financial exclusion; this should be done in a strategic, evidence-based way which is embedded across the whole organisation.”

Financial exclusion is not just an individual problem. A whole community can suffer as a result of under-investment in financial services and the wider issues which are caused or contributed towards by financial exclusion. It is therefore important that, as a local authority and housing provider, we prioritise tackling financial exclusion and invest in solutions to resolve the issues facing our communities.

The Council's vision is:

"To be a council to be proud of – delivering services that are lean, local and fair".

The Council's Values:

We will deliver our vision by continuing to be an innovative organisation which:

- Prioritises customers and the services that are most important to quality of life
- Works as one council to provide a joined up approach
- Is open and accountable in the way that it makes decisions
- Develops and values employees
- Promotes equality and diversity, and
- Works in partnership to benefit the Borough

The Housing and Regeneration Service vision is:

"To be a top performing landlord in an economically vibrant West Lancashire".

This is supported by 6 aims:

- Customers first
- Business growth and regeneration
- Driving value for money
- Employee engagement (people)
- Community focus
- Quality homes

The implementation of this Strategy will help us to achieve a number of our aims, and ultimately help us to realise our vision of being a "top performing landlord in an economically vibrant West Lancashire".

Tenant Profile – who is this strategy targeted towards?

One of the fundamental requirements for delivering services to our customers in a more efficient and effective way is to understand more about West Lancashire Borough Council tenants.

The Mosaic Public Sector (socio-demographic segmentation) tool can be used to understand the demographic, financial and lifestyle attributes of our tenants. It combines extensive data sources (e.g. Electoral Role, DVLA, Shareholders Register, PAF, Land Registry, Lifestyle Surveys) with Public and Private sector overlay data, such as British Crime Survey, Hospital Episode Statistics, MORI Financial Survey, and British Market Research Bureau TGI Survey, to improve our understanding of our tenants.

Housing and Regeneration worked with Experian to gather Mosaic data. This was then overlaid with data already held by the service area including demographic data, surveys, feedback from focus groups and consultation exercises, service usage data, and 'complaints, compliments and comments'. This resulted in the creation of ten bespoke segments that share distinguishing characteristics or profiles and provided us with a comprehensive understanding of the tenants making up those segments. This provides the foundation for delivering better and more accessible services to our customers.

Customer segmentation data gives us further insight into the issues causing financial exclusion for WLBC tenants. It allows us to identify groups of tenants who are most susceptible to financial exclusion and the likely key drivers of financial exclusion for those tenants.

Of the 10 segments identified for West Lancashire Borough Council tenants, six have issues which make them susceptible to financial exclusion or to experiencing financial difficulties, and three of these are a particular priority as they are facing such levels of financial difficulty that they are struggling to pay their rent. As well as the negative impact on the individual families concerned, this also has an impact on our wider tenant base as there is less money available for us to deliver services and to make investments in the property portfolio. It also increases the risk of communities becoming less sustainable, as tenants move on from unaffordable properties. These groups are described in more detail below.

High Priority Tenant Segments:

Segment 7: Vulnerable Young Families Reliant on Benefits

Segment 7 is comprised of vulnerable young families on low incomes. They are found living in semi-detached houses or terraces, and are often single parent households. Unemployment is high and many are reliant on benefits. Segment 7 households are the second most likely to be in arrears. This group is one of the most deprived in West Lancashire, and the most likely to have a CCJ. Incomes are low, unemployment is an issue and many residents are struggling to manage financially. Many people are recipients of benefits, such as Job Seekers Allowance and Lone Parent Benefit. Of all the West Lancashire segments, residents of Segment 7 are the least likely to have a direct payment account, and as a result are the least likely to pay their rent by direct debit.

Segment 5: Ethnically Diverse Young Tenants

Segment 5 is comprised of very young singles and families living in terraced houses. Although residents in this segment are often struggling financially, they are more typically found renting privately rather than relying on the council for accommodation. Segment 5 tends to be quite ethnically diverse, and tenants are unlikely to have lived in their homes for very long. Adults in this segment are likely to be in employment, although some are full-time students. Those who are in employment tend to be at the beginning of their careers and so they are on only average salaries at present. However, this group are unlikely to be in receipt of benefits, which may explain why these households are the most likely of all segments to be in rent arrears. Tenants in this group are more likely to have a direct payment account, so do not adhere to the definition "financially excluded". However, large numbers of individuals within this group will have no access to such an account, and due to this the other difficulties experienced by them are likely to be exacerbated.

Segment 6: Very Young Singles on Low Incomes

Segment 6 is the youngest of all West Lancashire segments, and consists of ethnically diverse singles on very low incomes. Households in this segment are unlikely to have children and the majority of residents live in flats. Tenants in this segment are the most transient of any segment. Segment 6 is one of the poorest segments, with notable levels of unemployment. As a result benefit uptake is above average in this segment, in particular Housing Benefits and Job Seekers Allowance. Those that are in employment are likely to be

in routine occupations. These are people who are unlikely to have any savings and are struggling on their income. Of all West Lancashire segments, segment 6 tenants are one of the least likely to pay their rent by direct debit. Tenants in this group are as likely as other tenants to have access to a direct payment account, so are not technically “financially excluded” in that sense, but as above, there will be large numbers of individuals within this group who have no access to such an account, and therefore their other difficulties are likely to be intensified.

Lower Priority Tenant Segments:

Segment 4: Elderly Singles in Sheltered Accommodation

Segment 4 is the oldest of all West Lancashire segments, containing elderly singles on very low incomes. Residents of this segment typically have very poor health and commonly live in sheltered accommodation, often in flats or bungalows. Residents in this segment are retired and generally on very low incomes. This segment is far more traditionally found to be dependent on social housing. Most are reliant on state pensions and may also be in receipt of benefits such as Pension Credit. However, residents are likely to have accrued some savings in the form of ISAs and so are typically only entitled to partial benefits. Tenants are unlikely to be in household arrears and are the most likely of all segments to pay their rent by direct debit, and more than the average number have access to a direct payment account so this group are not technically “financially excluded”. However, large numbers of individuals within this group will have no access to such an account, and due to this the other difficulties experienced by them are likely to be exacerbated.

Segment 8: Blue Collar Couples Approaching Retirement

This segment consists of older families and couples approaching retirement age, living in terraced housing. Households have average incomes and are commonly in right-to-buy areas. Residents in this segment are careful with money and some are recipients of housing benefits. As this group is approaching retirement age, some have already given up work. Those that are still in employment often have occupations in the manufacturing industry. Whilst incomes are only average, residents are careful with their money, so the majority are just about getting by on what they earn. However, some in this segment have CCJs issued against them. They are unlikely to choose to pay their rent by direct debit and are more likely to not have a direct payment account, so are technically within the definition of “financially excluded”.

Segment 9: Low Income Older People on Benefits

Segment 9 is comprised of older people who are retired or approaching retirement age. A majority of people live in single person households and have low incomes. Residents typically live in low value housing, often in semi-detached houses or occasionally terraces. Poor health can be a problem in this segment, with some residents having a long-term sickness or disability. Household income tends to be low within these segments, with some people finding it difficult to cope on their earnings. Whilst some residents have already retired, the number of working age people who are unemployed or are permanently sick or disabled is above average. As a result, there are a high number of benefit recipients.

The evidence above highlights that some of our tenants are experiencing severe financial difficulties, high levels of financial stress and financial exclusion. The data collected to inform the Economic Development Strategy provides us with insight into some of the factors influencing this:

Income/Financial struggle

West Lancashire is divided into a number of Local Super Output Areas (LSOAs). 17 of the LSOAs in the Borough are within the top 30% most deprived nationally, 19 are within the top 20% and 7 are within the top 10%. The major concentrations of deprivation are in Skelmersdale.

The number of benefits claimants in West Lancashire has fallen considerably in recent years, with Job Seekers Allowance (JSA) claimants now below national averages. However, Skelmersdale has the highest levels of JSA claimants and unemployment in the Borough, due to some wards with significant levels of deprivation. Around 70% of claimants in the Borough are from one of the eight Skelmersdale and Up Holland wards.

Although the public sector and manufacturing sector account for the largest employment sectors in the Borough, there is also a high concentration of employment across lower value sectors, such as transport and storage.

As such, West Lancashire has the lowest workplace median gross weekly earnings (£440.60) when compared to the comparator districts, even though it has the highest resident median gross weekly earnings (£505.80). This is likely to be due to a high proportion of residents travelling out of the Borough for work, typically to well-paid jobs in the city regions of Liverpool, Manchester and Preston.

Skills/Jobs mix

Only 25% of working age West Lancashire residents are qualified to degree level, compared to 34% across Great Britain. This is reflected in the higher concentration of lower value sector employment across the borough and the relatively low workplace weekly earnings. This is highlighted further in Skelmersdale, where 16% of residents (age 16 and above) are qualified to level 4 and above, compared to 25% across West Lancashire and 27% nationally. There are also a particularly high proportion of residents with no qualifications, representing around 30% of the Skelmersdale population. Again, this closely reflects Skelmersdale's occupational structure amongst resident jobs which is more concentrated in lower value occupations such as process plant, machinery and elementary occupations. Just 8% of all jobs in Skelmersdale are in manager, director and senior official positions, compared to an 11% England average, and 20% of all jobs are in professional, associate professional and technical positions compared to 30% nationally.

The proximity of West Lancashire to the City Regions of Liverpool, Manchester and Preston, which have larger, growing and successful economies and employment opportunities; the borough's narrow employment base, which offers fewer opportunities and a lower wage economy; and the Borough's good road and motorway infrastructure and the train links in

some parts of the borough, which enables easy commuting, all contribute to around 22,000 West Lancashire residents travelling outside the Borough for work. With the inflow of 19,800 workers from other areas, the borough experiences a net outflow of around 2,200 workers. This points to opportunities to better retain our resident labour force by creating more highly skilled employment opportunities. It also highlights a need to better develop our resident workforce by improving skills levels and improving opportunities for employment in higher skilled roles.

Transport

Although the borough has strong road and motorway networks and train links in some areas, the lack of public transport in other areas of the borough may be contributing to the lack of viable employment opportunities. This is particularly evident in Skelmersdale, where there are low levels of car ownership and no train links to the neighbouring City Regions. Public bus services do serve the town, however, connecting to other towns within and outside of the Borough is often mentioned as one of the key challenges facing potential employees due to the costs and frequency of services. The Economic Development Strategy cites plans to develop a rail station in Skelmersdale town centre which would serve both Liverpool and Manchester, providing direct access to employment opportunities in both Merseyside and Greater Manchester.

The lack of public transport may also impact upon an individual's financial circumstances as some consequently spend more money on taxis to navigate the borough for socialising/training/work.

The lack of accessible transport links for large portions of the community also highlights the importance of digital connectivity, particularly given the rural nature of large areas within the borough.

Strategic Aims

The following strategic aims have been drawn from the needs analysis conducted using the customer insight data relating to our tenants and the economic data relating to the borough.

Issue	Strategic Aim
<ul style="list-style-type: none"> • High levels of financial stress and many finding it very difficult financially • Reliance on state pension • Some with no access to bank accounts • Low household incomes • In rent arrears and high levels of debt 	<p>Tenants and applicants able to access financial support</p>
<ul style="list-style-type: none"> • High levels of financial stress • Changes in payments and claim procedures under Universal Credit • Low household incomes • Reliance on benefits 	<p>Help tenants and applicants to understand and prepare for financial changes</p>
<ul style="list-style-type: none"> • Low and high level debts • No access to bank accounts • Reliance on illegal lenders 	<p>Other financial solutions available</p>
<ul style="list-style-type: none"> • Some employed and some in more skilled jobs • Some well-educated, some students • Higher car ownership in some areas • Low levels of household income • Some in low level occupations • Some using public transport for work • Some areas with very high unemployment • Some areas with high levels of benefit dependency 	<p>Better access to jobs/training – skills and transport solutions</p>
<ul style="list-style-type: none"> • Some have no car access and use public transport for work • Some employed full time, but many in routine / low-level occupations • Many qualified to a high level • High unemployment in some areas 	<p>Better job opportunities for tenants and applicants</p>
<ul style="list-style-type: none"> • High unemployment in some areas • Drugs, alcohol and mental illness issues • Some permanently sick or disabled • Crime problems • School-age children • Mobility problems and poor health 	<p>Access to other advice e.g. health, childcare, energy efficiency</p>
<ul style="list-style-type: none"> • Some on waiting list are already struggling financially • Evictions can add to financial stress and levels of indebtedness • Lack of governmental assistance to singles under 35 	<p>Applicants are “tenancy ready”</p>
<ul style="list-style-type: none"> • Mobility problems and poor health • Low levels of car ownership • High use of internet for purchasing /communications in some areas • Social networking users • Low household incomes • High debts • Some areas with low levels of internet use • Preferences for SMS communication in some groups • Some groups likely to be in rent arrears 	<p>Tackle digital exclusion and provide technical solutions</p>

FIS1: Tenants and applicants will be able to access financial support including advice on benefits and debts

What the issue is:

Many tenants are finding things very difficult financially and experiencing high levels of financial stress. A large number of households have an income of less than £20,000. Many are reliant on benefits or are on very low incomes. Some are in rent arrears or have other low or high level debts. Some have no access to bank accounts so are technically financially excluded.

Current situation:

We currently have a Rent and Money Advice service offering support and assistance to new and existing tenants and applicants regarding finances, personal budgeting, benefits, debts, help with applications in relation to urgent needs, food banks and disabilities. The team present tenants and applicants with a range of options and advice regarding financial products available to them, and encourage tenants and applicants to set up a bank account. Some of the groups most affected by financial exclusion are our younger tenants, and this group are potentially going to be further affected with welfare reform proposals.

Case Study A:

“John has learning difficulties and attended our customer service point requiring assistance. He was being pressured from a utility company for outstanding payments and was struggling to pay his rent. After a number of calls to the company it was established that they had the incorrect dates of occupation and John received a refund for the difference.

An 'entitled to' calculation was also completed which resulted in an application for Housing Benefit and Council Tax Support being made along with an application to backdate his claim six months. The backdate request was successful which resulted in a large credit being applied to his rent account. This not only cleared his housing arrears but put his rent account into credit.”

What more needs to be done:

- More widely promote the services available to tenants and applicants and ensure access for all in need, including the development of a brand identity for Financial Inclusion communications to improve accessibility.
- Provide advice and guidance in areas where those in need feel comfortable or where they regularly visit e.g. The Zone, schools/colleges, children's centres, community centres and faith groups.
- Explore the use of advertising for financial support services in a more coherent manner across the borough, e.g. customer service points, college TV screens, internet and with third sector organisations.
- Provide early support to prospective tenants who are on the waiting list prior to them beginning their tenancy, including encouraging the take-up of bank accounts and financial support and assistance.
- Undertake a cost/benefit analysis of the provision of this service to provide a business case to support its future direction
- Strategically plan to ensure funding is available for the continued provision of this service if necessary.

- Develop a system to easily identify those who are at risk of financial exclusion and financial vulnerability and to base any targeted work on these findings.
- Strategically plan for the next generation of school leavers through the provision of financial education, particularly in local schools and colleges, with likely further-reaching benefits for their families and peers as messages are taken from the session and communicated to others.

FIS2: Tenants and applicants will understand and be able to prepare for welfare reform, benefit changes and other factors influencing their financial position

What the issue is:

Welfare reform has brought significant changes to the benefits system, including the way in which benefits are paid under Universal Credit and the stipulation that the claim must be made online. The housing element of the benefit being paid directly to the tenant is expected to impact on our collection rates, as tenants may not be skilled or experienced in managing their income in this way. Many of our tenants are reliant on benefits and have low household incomes and high levels of financial stress. Many have also accrued rent arrears.

Current situation:

There are certain groups of people who are not eligible to access financial support in relation to housing, such as single people under 35 years old. For these people it is important to ensure that by offering them a tenancy in one of our properties we are not increasing any financial pressures they may be experiencing. It is also important to ensure that we are issuing timely communications regarding any changes brought about by initiatives such as welfare reform, to enable our tenants to adequately prepare. There is currently limited information on the council's website regarding the changes to the benefits system and it might be that customers are nervous of engaging with the information which is there due to the 'official' look and feel of it. We currently offer only two dates on which a direct debit payment may be processed. This means that a tenant may receive their benefit at one point in the month and then be in a position where this money needs to be retained in their account until their rent is paid by direct debit, possibly weeks later.

What more needs to be done?

- Planned, targeted and ongoing communication regarding welfare reform and benefit changes including the promotion of information on the website and consistent branding/marketing.
- Better information provision on the website to improve financial inclusion for our residents, including signposting to other agencies and organisations who may be able to provide support.
- Review arrears procedures to ensure we can anticipate payments and issue timely reminders.
- Promote rent payment methods available.

- Increase the number of payment dates available for direct debit to ensure ease of payment
- Implement digital inclusion strategy, specifically the promotion of online services and digital engagement with tenants.

FIS3: Tenants and applicants will have other financial solutions available to them e.g. credit unions and other low cost lenders

What the issue is:

Many tenants have low or high levels of debt, often with high interest rates due to a lack of products available to them. Many tenants do not have access to a bank account, so are unable to access other financial products, but may need access to credit for one off purchases. They may also require access to safe savings solutions.

Current Situation:

Our research suggests that a large number of tenants have no access to a bank account, yet they report having high levels of debt. This suggests that there could be issues with illegal lending. Advice is currently being provided to tenants regarding payday and other high interest lenders and illegal lending, but tenants are nervous to discuss and tackle the subject of illegal lending. Tenants paying rent without a bank account will struggle to build a credit history, and will therefore have only limited access to other banking products. Now that a credit union is operating in the district we need to maximise opportunities to work with them and consider the potential to financially support their establishment, enabling tenants to benefit from their savings accounts and low cost loans.

What more needs to be done?

- Support and provide funding for the provision of a credit union for West Lancashire
- Approach other housing associations to understand whether this provision meets a joint need and identify any potential funding contributions.
- Explore other community organisations who might provide financial services and affordable credit to tenants, applicants and residents.
- Explore the use of Experian to develop a better understanding and to enable tenants and applicants to build a credit history.
- Investigate and develop a business case to support other purchasing options for tenants and applicants in relation to furniture/household items e.g. Smarterbuys
- Identify ways to promote the council's contents insurance scheme and options for the use of this.
- Continue to provide advice to tenants regarding payday and other high interest lenders and information regarding alternative financial support for short term or urgent assistance.
- Promote awareness of payday and illegal lenders on the website

FIS4: Tenants and applicants will have better access to jobs/training – skills/transport

What the issue is:

There are a large number of tenants who are employed full time, and many who are well educated to further education and degree levels, but there are large numbers in low level/routine occupations with very low incomes and who are struggling financially. There is very low level car ownership within some groups and people rely upon public transport for work. Much has been done to support workless residents in West Lancashire, particularly through the West Lancashire Challenge Project, and there are now only 225 residents on Job Seekers Allowance. This means that those remaining without work often have very complex, wide-ranging issues which are acting as barriers to employment. It could also mean that some residents are in employment which is not best suited to their level of skill/education.

Current situation:

We currently work closely with partners and local businesses to create pathways to work for workless residents in the borough. The Financial Inclusion team are developing links with the West Lancashire College who provide courses for those who are out of work, including CV workshops and confidence building sessions. At present we are unable to refer to this service directly and must advise the tenant of its availability should they wish to request the service from JobCentre Plus. However, the eligibility criteria for this assistance is strict and could act as a barrier to aiding some of our tenants in need. It would be worthwhile exploring other organisations which we may be able to signpost to for these services and building up a database of organisations offering services of this kind. The Economic Development Strategy identifies plans for a railway station in Skelmersdale, which although a long-term plan, would help address some of the issues associated with residents in the most deprived wards in the borough accessing employment elsewhere.

What more needs to be done?

- The Demand Transport service is not sustainable without funding. The use of Section 106 monies to support its continuance where appropriate should be promoted.
- Signpost tenants and applicants to transport initiatives which may already be in place via the Skills, Training and Employment Partnership e.g. public transport and cycling schemes.
- Explore ways to promote better paid jobs to those already in work.

FIS5: Tenants and applicants will have better job opportunities available to them (more skilled and better paid jobs in local area)

What the issue is:

Many tenants are well educated but are currently employed in low level jobs. Large numbers of residents travel outside the borough for work and workers from other areas travel in. There is a mismatch of skills for the jobs in the local area, although there is the

educational potential for these to be filled. There is also a need to improve employment opportunities in higher skilled roles for our residents to retain our resident labour force and improve local incomes.

Current situation:

The Economic Development Strategy includes plans to improve the employment opportunities in the borough, particularly around the Skelmersdale wards where tenants and applicants have low level car ownership, through creating the right environment for growth in the area. Initiatives such as the Skelmersdale Town Centre scheme focus on meeting the economic needs of the borough by encouraging local recruitment. We are continuing to work with partners to up-skill residents ready for job opportunities coming to the area e.g. job fairs and work closely with businesses to encourage them to take on local labour and apprentices.

What more needs to be done?

- Continue to link up economic redevelopment approaches with financial inclusion initiatives to ensure options are available for our tenants in finding appropriate work opportunities.

FIS6: Tenants and applicants will be able to access advice on wider areas e.g. health, childcare, energy efficiency

What the issue is:

Many tenants have mobility problems and poor health and some have drugs, alcohol and mental health issues. This can act as a barrier to work and can exacerbate financial stress experienced. In some areas of the borough there are high levels of unemployment and large numbers of families with school-age children. Many of these tenants and residents are educated to a high level and some have a degree. Childcare may therefore be posing a barrier to working and increasing household incomes.

Current situation:

Advice is provided through the Rent and Money Advice service regarding a wide range of issues from signposting to agencies who deal with mental health and disability issues, to providing advice and assistance in regard to wider health issues, such as alcohol and drugs where relevant. It would be beneficial to develop our links with these agencies further to

Case Study B:

“Lynsey and Paul had two small children and rented their home from the local authority, but due to Paul being made redundant and losing their main income, they had fallen into arrears with their rent.

We supported them in prioritising and reducing non priority debts to more manageable payments to creditors and by maximising their income ensuring they gained their full benefit entitlement. Paul received support with his job searches, updating his CV, and assistance applying for local jobs. Paul was eventually successful in obtaining a job.

With our support Lynsey and Paul were able to understand how to prioritise their budgets according to their income as well as accessing employment support which in turn increased their household income. This enabled them to pay their rent and reduce their arrears on a weekly basis preventing further recovery action.”

enable us to more effectively assist a larger number of tenants. Health issues are also addressed in the pathway to work provided by the Challenge Project. Free childcare is available to children of those meeting particular criteria. Some parents are unaware of the childcare options available to them.

We understand that fuel poverty can have a significant impact on tenants, and to combat this we have a dedicated Energy Efficiency Officer and advice service that aims to promote energy efficiency within the home and help reduce the cost to tenants of heating and lighting our properties. We offer a completely impartial service carried out through a home energy advice visit that is tailor-made to suit individual energy requirements, providing advice on how to use heating controls effectively and efficiently, fuel debt and fuel poverty, understanding energy bills, advice on tariffs, comparison services and switching energy suppliers, 'no cost' and 'low cost' energy saving tips, grants and assistance with bills such as the 'Warm Home Discount' and other energy related services.

What we need to do to address it:

- Make links with partners to strengthen partnership working in this area.
- Provide signposting and work with organisations who can assist with regards to a wide range of health issues, including mental health, disability, or drugs and alcohol.
- Optimising sources of funding to provide tenancy support/floating support for complex needs.
- Provide advice on free childcare places to tenants, applicants and residents.
- Promote known childcare solutions on the website.
- Provide advice to promote energy efficiency within the home and help reduce the cost to tenants of heating and lighting.

FIS7: Applicants will be “tenancy ready”

What the issue is:

There are some groups of tenants who may be struggling financially but who are not entitled to government assistance. Some of those on our housing waiting list are already finding it difficult to manage their finances. Evictions on the basis of non-payment of rent can add to financial stress and levels of indebtedness and so as a housing provider, we could be worsening someone's financial position by providing a tenancy they will be unable to financially sustain.

Current situation:

Our allocations policy sets out an upper income threshold and a savings threshold for those wishing to rent our properties. In addition to this, increased priority for housing is given to applicants who demonstrate a commitment to contribute to the Borough's economic growth as working households or who make a contribution within communities through the award of a 'plus' status within each band, enabling them to appear above other applicants with the same level of housing need. We also stipulate that tenants may not be qualified to rent our properties due to “unacceptable behaviour, and one of the examples of this would be the accrual of rent arrears which could lead to the seeking of a possession order. We

need to better understand the reasons for tenancy failure and to take these into account when developing tenancy management and sustainability solutions for these groups.

Tenants wishing to let a property can be offered rent and money advice at the start of their tenancy, and are signposted to other agencies who may be able to provide further assistance.

What more needs to be done?

- Use Experian data to segment the waiting list.
- Review reasons for tenancy failure and measures to address/prepare for this.
- Improve pre-tenancy affordability checks with applicants prior to acceptance onto the waiting list.
- Strengthen and develop links with other service providers, linked to the client groups which are identified as at risk of failure.
- Improve links with youth projects, children's centres and early years support providers.
- Explore training and development for staff to promote understanding of the specific needs of particular groups such as younger tenants, highlighting the need to keep in regular contact and developing relationships with them to enhance tenancy sustainability, helping them to live independently, budget efficiently and manage their relationships with their neighbours.

Case Study C:

“Rebecca was a 19 year old renting her flat through a housing association. She had TV licence arrears, Council tax arrears, Water arrears, and an eviction notice from her landlord (for arrears of £1800). We discovered an entitlement to a housing benefit backdate and successfully applied for this, which credited £312 back to her landlord. We then helped her suspend the eviction, and set up a payment arrangement with her landlord, reducing her arrears by £1500.

We also set up a payment plan for her TV licence and water arrears. We helped her to apply for council tax support and negotiated with the bailiffs pursuing her debts to pass it back to the welfare team.”

FIS8: Fewer tenants and applicants will experience digital exclusion and all tenants and applicants will have the opportunity to access technical and digital solutions in relation to paying their rent

What the issue is:

Many tenants have mobility problems and poor health. There is low level car use/ownership across the borough. Large numbers of tenants are likely to be in rent arrears, have high levels of other debt and are experiencing difficulties managing their finances on low household incomes. Universal Credit has been introduced as an online only application process, and large numbers of our tenants do not currently use the internet. Some tenants do use the internet, and prefer to transact and interact online and through SMS. There is a need to develop more efficient ways of delivering services as local government strives to become more and more lean and as a council we are conscious of making the most effective use of the rent and service charge money paid to us by our tenants.

Current situation:

We are developing a Digital Inclusion Strategy which will identify the needs of our residents, and recommend developing opportunities for them to engage and transact with the council online. It also recommends projects to extend wifi access across the borough including community wifi and wifi in public spaces and working with partners to provide IT support to some of our digitally excluded tenants and applicants and to provide programmes aimed at promoting digital job searches and applications. We also have in place arrangements with community centres to promote getting online for benefits/online access. We have begun to use social media for promoting properties which are "To Let".

What more needs to be done?

- Develop the use of Social Media to promote properties and expand it to include information on sustainability e.g. key things to consider prior to agreeing to a tenancy. Also explore the use of advertising financial support services on other community social media pages.
- Consider the development of a mobile application to engage with tenants and applicants with regards to financial support and signposting and for personal budgeting.
- Develop a mobile application for tenants' rent accounts, similar to a banking mobile application, to provide balances, information regarding when rent is due and the ability to pay through the application.
- Identify particular areas of support required e.g. most people able to use smartphones but need support with application forms, online banking etc and work to address these.
- Develop and promote solutions to engage with us via a range of channels including SMS/Online/applications.
- Use specific user groups for consultation on the development of services.

The following action plan aims to bring together a number of services and actions to address the issues raised and achieve a co-ordinated approach to financial inclusion, making a difference to our most vulnerable tenants.

The action plan covers a three year period, but will be reviewed locally by officers within the Housing and Regeneration Service on an annual basis as part of the Service Planning process.

A number of performance indicators will be developed to enable us to measure and monitor the planned improvements and to accurately assess whether the plan is successfully meeting its stated aims. These will be reported and monitored within the Housing and Regeneration Service.

Financial Inclusion Strategy: Action Plan

Strategic Aim	Action	Managed By	Assigned To	Due Date	Priority
FIS1: Tenants and applicants will be able to access financial support including advice on benefits and debts	More widely promote the services available to tenants and applicants and ensure access for all in need, including the development of a brand identity for Financial Inclusion communications to improve accessibility.	Jane Maguire	Carl Wallace / Pamela Holstein	31/09/16	Med
	Provide advice and guidance in areas where those in need feel comfortable or where they regularly visit e.g. The Zone, schools/colleges, children's centres, community centres and faith groups.	Jane Maguire	Carl Wallace / Cliff Talbot	31/03/17	Med
	Provide early support to prospective tenants who are on the waiting list prior to them beginning their tenancy, including encouraging the take-up of bank accounts and financial support and assistance.	Jane Maguire	Carl Wallace / Cliff Talbot	31/03/16	High
	Strategically plan to ensure funding is available for the continued provision of this service if necessary, including undertaking a cost/benefit analysis of the provision of this service to provide a business case to support its future direction.	Jane Maguire	Jane Maguire / Carl Wallace	31/03/16	High
	Develop a system to easily identify those who are at risk of financial exclusion and financial vulnerability and to base any targeted work on these findings.	Peter Morrison	Peter Morrison	31/03/16	High
	Conduct awareness raising and take-up campaigns for specific groups of people on low incomes e.g. the elderly	TBC	TBC	31/01/2017	Med
FIS2: Tenants and applicants will understand and be able to prepare for welfare reform, benefit changes and other factors influencing their financial position	Planned, targeted and ongoing communication regarding welfare reform and benefit changes including the promotion of information on the website and consistent branding/marketing.	Carl Wallace	Carl Wallace / Pamela Holstein	Ongoing	High
	Review arrears procedures to ensure we can anticipate payments and issue timely reminders.	Jane Maguire	Donna Ager	30/06/15	High
	Promote rent payment methods available.	Jane Maguire	Leigh McGarry / Jane Maguire / Donna Ager / BTLS / Peter Morrison /	Ongoing campaign before each year	High

Strategic Aim	Action	Managed By	Assigned To	Due Date	Priority
			Andy Bryan / Craig Round	end	
	Increase the number of payment dates available for direct debit to ensure ease of payment	Jane Maguire	Leigh McGarry / Jane Maguire / Donna Ager / BTLs / Peter Morrison / Andy Bryan / Craig Round	31/12/2015	High
	Implement digital inclusion strategy, specifically the promotion of online services and digital engagement with tenants	Peter Morrison	Pamela Holstein / Jane Maguire	Ongoing	High
FIS3: Tenants and applicants will have other financial solutions available to them e.g. credit unions	Support and provide funding for the provision of a credit union offer for Council tenants' in West Lancashire.	Leigh McGarry	Jane Maguire/Carl Wallace	31/03/16	High
	Promote other community organisations who might provide financial services and affordable credit to tenants.	Jane Maguire	Carl Wallace	31/12/17	Med
	Explore the use of Experian to develop a better understanding and to enable tenants and applicants to build a credit history.	Peter Morrison	Peter Morrison	31/03/17	Med
	Investigate and develop a business case to support other purchasing options for tenants and applicants in relation to furniture/household items.	Jane Maguire	Carl Wallace / Donna Ager	31/12/16	Med
	Identify ways to promote the council's contents insurance scheme and options for the use of this.	Jane Maguire	Pamela Holstein	31/03/16	Low
	Continue to provide advice to tenants regarding payday and other high interest lenders and information regarding alternative financial support for short term or urgent assistance including the website.	Carl Wallace	Carl Wallace	30/06/15	High
FIS4: Tenants and applicants will have better access to jobs/training – skills/transport	Signpost tenants and applicants to transport initiatives which may already be in place via the Skills, Training and Employment Partnership e.g. public transport and cycling schemes	Jane Maguire	Carl Wallace / Cliff Talbot	Ongoing	Med
	Continue to link up economic redevelopment approaches with financial inclusion initiatives to ensure options are available for our tenants in finding appropriate work opportunities.	Jane Maguire	Paula Huber / Sarah Blackhall	Ongoing	High
	Provide information regarding free childcare places to tenants,	Jane Maguire	Sarah Blackhall /	30/06/15	Med

Strategic Aim	Action	Managed By	Assigned To	Due Date	Priority
	applicants and residents.		Pamela Holstein		
FIS5: Tenants and applicants will have better job opportunities available to them (more skilled and better paid jobs in local area)	Promote known childcare solutions on the website.	Jane Maguire	Pamela Holstein	31/12/16	Med
FIS6: Tenants and applicants will be able to access advice on wider areas e.g. health, childcare	Provide signposting and work with organisations who can assist with regards to a wide range of health issues, including mental health, disability, or drugs and alcohol.	Jane Maguire	Pamela Holstein / Sarah Blackhall / Carl Wallace	30/06/16	Med
	Optimising sources of funding to provide tenancy support/floating support for complex needs.	Leigh McGarry	Leigh McGarry	31/03/16	Med
	Review reasons for tenancy failure and measures to address/prepare for this.	Leigh McGarry	Nicola Bradley / Jane Maguire	31/07/15	High
	Improve pre-tenancy affordability checks with applicants prior to acceptance onto the waiting list.	Leigh McGarry	Nicola Bradley/ Jane Maguire/ Carl Wallace	01/11/15	High
	Optimise external funding for those struggling with energy bills to reduce fuel poverty and continue to provide advice to promote energy efficiency within the home and help reduce the cost to tenants of heating and lighting.	Phil Holland	Alex Forman	TBC	TBC
FIS7: Applicants will be "tenancy ready"	Strengthen and develop links with other service providers, linked to the client groups which are identified at risk of failure.	Leigh McGarry	Nicola Bradley/Jane Maguire		High
	Improve links with youth projects, children's centres and early years' support providers.	Leigh McGarry	Nicola Bradley/ Jane Maguire/ Lorraine Ney	31/6/17	Med
	Explore training and development for staff to promote understanding of the specific needs of particular groups such as younger tenants. (highlighting the need to keep in regular contact and developing relationships with them to enhance tenancy sustainability, helping them to live independently,	Leigh McGarry	Nicola Bradley/ Diane Evans/Jane Maguire/ Donna Ager/ Lorraine Ney		High

Strategic Aim	Action	Managed By	Assigned To	Due Date	Priority
	budget effectively and manage their relationships with their neighbours)				
	Develop the use of social media to promote properties and expand it to include information on sustainability e.g. key things to consider prior to agreeing to a tenancy. Also explore the use of advertising financial support services on other community social media pages.	Jane Maguire / Peter Morrison	Pamela Holstein	30/11/16	Med
	Develop an 'app' for tenants' rent accounts, similar to a banking mobile app to provide balances, information regarding when rent is due, ability to pay and provide signposting for financial support.	Leigh McGarry	Andy Bryan/ Peter Morrison/Jane Maguire	31/03/16	High
	Identify particular areas of support required e.g. most people able to use smartphones but need support with application forms, online banking etc and work to address these.	Jane Maguire / Peter Morrison	Pamela Holstein	31/03/16	High
FIS8: Fewer tenants and applicants will experience digital exclusion and all tenants and applicants will have the opportunity to access technical and digital solutions in relation to paying their rent	Develop and promote solutions for engagement via a range of channels including SMS/Online/apps. Use specific user groups for consultation on the development of these services.	Jane Maguire / Peter Morrison	Pamela Holstein	31/03/17	High

**CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE
WORK PROGRAMME 2019/20**

<p>December 2019</p>	<ul style="list-style-type: none"> • QPIs 2019/20 (as advised) • Review Topic • Members' Items (as advised) • Items from the Members' Update (as advised) • Review of resources available for community activities in terms of venues, organisation, personnel and finance – To consider a topic submitted by a member of the public • Future Work Programme
<p>March 2020</p>	<ul style="list-style-type: none"> • QPIs 2019/20 (as advised) • Crime and Disorder Scrutiny – To consider a presentation from a representative of West Lancashire Community Safety Partnership (CSP) • Review Topic • Members' Items (as advised) • Items from the Members' Update (as advised) • Future Work Programme
<p>October 2020</p>	<ul style="list-style-type: none"> • QPIs 2020/21 (as advised) • West Lancashire Leisure (WLCL) Annual Report – To consider a presentation from the Board Chairman (WLCL) and Contracts Manager (SERCO). • Review: To agree the draft final report and final recommendations for submission to Cabinet and Council, if applicable in November/December 2020. • Review Topic 2020/21 and Confirmation of Work Programme – To consider the report of the Borough Solicitor. • Review Topic • Members' Items (as advised) • Items from the Members' Update (as advised) • Future Work Programme



CABINET: 10 SEPTEMBER 2019

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY COMMITTEE:
10 OCTOBER 2019**

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: QUARTERLY PERFORMANCE INDICATORS (Q1 2019/20)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 30 June 2019.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Council's performance against the indicator set for the quarter ended 30 June 2019 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 10 October 2019.

3.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

3.1 That the Council's performance against the indicator set for the quarter ended 30 June 2019 be noted.

4.0 CURRENT POSITION

- 4.1 Members are referred to Appendix A of this report detailing the quarterly performance data for key performance indicators. The performance information aims to help demonstrate performance against the corporate priorities as well as providing some service-specific information.
- 4.2 There have been several changes to the suite of indicators for 2019/20 agreed by Cabinet in March. For the quarterly indicators the detail of this is provided in the notes in Appendix A.
- 4.3 There are 49 data items reported. Seven of these are data only. Of the 42 PIs with targets reported:
- 24 indicators met or exceeded target
 - 3 indicators narrowly missed target; 7 were 5% or more off target
 - 6 indicators still have data pending (*LE08/09/10/11/12/13: % locations inspected falling into categories A/B for Litter, Detritus, Litter Bins, Grass, Shrubbery/Hedges*)
 - 2 indicators have data unavailable (*LE06 & LE07 % hazardous & non-hazardous flytips removed*)

Two data only items have information pending: *WL133 No. visitors to Chapel Gallery; WL143 % of direct dial calls answered.*

A direct comparison is not possible due to changes in indicators and targets, however performance in Q1 2018/19 gave 16 (from 27) performance indicators on or above target at that time.

- 4.4 Performance plans prepared by service managers are already in place for those indicators where performance falls short of the target by 5% or more for this quarter if such plans are able to influence outturn and will be relevant for future monitoring purposes.
- 4.5 These plans provide the narrative behind the outturn. Where performance is below target for consecutive quarters, plans are revised only as required, as it is reasonable to assume that some remedial actions will take time to make an impact. Progress on actions from previous Performance Plans are provided in Appendix C.
- 4.6 For those PIs that have flagged up as 'amber' (indicated as a triangle), an assessment has been made at head of service level based on the reasons for the underperformance and balancing the benefits of implementing a performance plan versus resource implications. This is indicated in the table.
- 4.7 This quarterly suite of indicators and targets was agreed by Cabinet in March 2019. Targets for 2019/20 were finalised through Cabinet following consideration of comments from the Executive Overview and Scrutiny Committee.

5.0 SUSTAINABILITY IMPACTS

- 5.1 The information set out in this report aims to help the Council improve service performance. There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

7.0 RISK ASSESSMENT

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

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A: Quarterly Performance Indicators for Q1 April-June 2019/20

Appendix B: Performance Plans

Appendix C: Actions from Previous Performance Plans

APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	24		Improved	15
	Warning (within 5%)	3		Worse	5
	Alert (by 5% or more)	7		No change	4
	PIs awaiting data	8	/	Comparison not available	25
	Data only	7		Awaiting data for comparison	0
	'Data only' awaiting data	2		Total number of indicators/data items	49

Shared Services ¹

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1)	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%			
ICT2 Minor Business Disruption (P3)	98%	99%	99%	99%	99%	99%	99%	99%	100%	97%			
ICT3 Major Business Disruption (P2)	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%			
ICT4 Minor Disruption (P4)	98%	99%	99%	99%	99%	99%	99%	99%	100%	98%			
R1 % of Council Tax collected	29.30%	56.28%	83.97%	96.51%	29.22%	56.10%	83.81%	96.46%	28.96%	29.09%	Performance is just below the profiled target. The service will continue to focus available resources towards non-payment cases using profiled debt analysis data and targeting those cases which have failed to maintain payment in accordance with agreed instalment plans.		
R2 % council tax previous years arrears collected	7.13%	13.37%	18.22%	26.78%	11.10%	17.14%	21.85%	25.88%	8.10%	5.00%			
R3 % of Business Rates	29.18%	55.15%	80.66%	98.18%	28.18%	55.08%	81.05%	98.22%	29.65%	27.76%			

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
Collected (NNDR)													
R4 Sundry Debtors % of revenue collected against debt raised	39.49%	74.71%	87.99%	95.78%	38.01%	83.96%	87.41%	96.95%	51.95%	45.75%		↑	✓
B2 Time taken to process Housing Benefit/Council Tax Support new claims and change events	6.87	7.10	6.93	5.63	6.98	6.05	6.41	6.16	6.11	12.00	Outturn comprises Average New Claims (36.3 days) and Average Change of Circumstances (4.77 days). Time for processing new claims starts from date of submission. Where claims are without the necessary evidence for assessment, processing time includes delays incurred chasing up missing information and customer response time. All new Working Age claims go to Universal Credit and not Housing Benefit, which is now restricted to those of Pensionable Age and claimants in Supported Accommodation. These remaining claims tend to be more complex in nature due to claimant circumstances which means accurate supporting information can take time to establish. New claims therefore typically take much longer than a change to an existing claim. In recent years there has also been an ongoing process of system automation for change in circumstances notifications received from the DWP and HMRC, which has improved the change of circumstances performance.	↑	✓
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£69,860	£140,362	£212,841	£294,695	£87,070	£178,006	£270,313	£370,939	£104,163	£44,147		↑	✓

Development & Regeneration Services







PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status	
	Value	Value	Value	Value	Value	Value	Value	Value	Value					
NI 157a Processing of planning applications: Major applications	100%	100%	100%	87.50%	100%	100%	88.89%	100%	100%	75.00%	Relates to 5 applications determined within the quarter			
NI 157b Processing of planning applications: Minor applications	76.56%	93.90%	93.62%	89.09%	90.77%	92.31%	90.16%	86.79%	84.48%	80.00%	58 total applications determined within the quarter			
NI 157c Processing of planning applications: Other applications	87.31%	93.62%	94.87%	96.15%	96.55%	93.84%	95.27%	90.68%	93.62%	85.00%	142 total applications determined within the quarter			
WL133 No. visitors to Chapel Gallery	N/A - PI not developed at this time.											New. Data pending from service	/	










Finance and HR Services

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status	
	Value	Value	Value	Value	Value	Value	Value	Value	Value					
WL132 FTE working days lost due to sickness absence per average FTE	N/A - PI not developed at this time.									2.38	2.02	Formerly reported as a 'rolling 12 month outturn' against annual target, rather than 'within quarter' performance. Sickness absence levels have been above target for some time and a performance plan was produced to address this position. Sickness absence management training was provided in May and a presentation on stress management processes given to managers in June 2019 as part of this plan. Officers in the HR team are also providing support to managers in line with Council policy to consider further ways to assist in managing sickness. It is too early to identify the impact of this work at this	/	

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											stage and consequently a further performance plan has not been produced at this time. Sickness absence levels will continue to be monitored closely going forward and the need for further action will be considered at the same time.		

Housing & Inclusion Services

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	99.11%	98.05%	98.79%	98.13%	98.30%	98.14%	97.85%	98.59%	98.99%	98.75%	Relates to 11,433 invoices in total		
Page 180 HS1 % Housing repairs completed in timescale	95.88%	96.06%	98.44%	99.10%	96.32%	96.51%	95.23%	92.80%	97.95%	98.00%	Performance in May and June were both above target, but April's outturn meant the quarter target was missed by 0.05%. (To note that this improved outturn would have met previous year's target of 97%). This is a significant improvement on previous performance. The reasons for jobs not completed in time are still predominantly "no access". Performance Plan in progress, see Appendix C.		
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings) ³	N/A - PI not developed at this time.					100.0%	100.0%	100.0%	100.0%	100.0%		/	
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings) ³	N/A - PI not developed at this time.					93.4%	96.0%	98.8%	95.1%	100.0%	The Compliance Team undertook a review of the EICR [Electrical Installation Condition Report] certification held within the QL database. This identified that circa 100 properties have satisfactory test results but the EICR has the incorrect expiry date to reflect this - i.e. less than	/	

















PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											5 years. This is reflected in the performance stats recorded on QL for properties without a current EICR. The Compliance Team have commissioned an 'aggressive' programme of re-inspections, inclusive of any remedial works required to obtain a compliant EICR for these properties. This involves the appointment of 3no electrical contractors, with discussions due to start with a fourth, to ensure the programme duration is kept to shortest timeframe. Based on current access rates the Compliance Team anticipate that the programme should be completed by the end of October 2019.		
HS29 % non-domestic that require an asbestos management survey/re-inspection ³	N/A - PI not developed at this time.					92.4%	99.7%	100.0%	100.0%	100.0%		/	
HS30 % of non-domestic properties with fire risk assessment in place ³	N/A - PI not developed at this time.					100.0%	100.0%	100.0%	100.0%	100.0%		/	
HS31 % of properties covered by water hygiene risk assessment (homes and buildings) ³	N/A - PI not developed at this time.					100.0%	100.0%	100.0%	100.0%	100.0%		/	
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	N/A - PI not developed at this time.								104.53	100.04	New. PI reflects Housemark definition to include income from former tenants.	/	
TS11 % of rent loss through dwellings being vacant	1.84%	1.79%	1.87%	1.59%	1.25%	1.10%	1.01%	0.94%	0.70%	0.99%			
WL85a Website: no. visits	170,854	138,044	131,395	152,154	193,813	143,749	152,659	167,748	202,891				







PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL85b Website: No. of online forms submitted	4,787	3,131	2,076	3,587	5,772	4,150	3,429	2,190	10,996		This figure now includes ServiceNow web interactions including the general contact forms as the customer service email address is no longer promoted on the web and the increase in figures reflect this. In addition we launched the Pest Control form in early June.		
WL85c Website: Number of payments processed online	30,331	14,997	12,791	15,560	29,206	14,393	12,943	13,065	21,067		This figure is lower than previous Q1 as we have not yet seen all the subscriptions to Garden Waste come through in this quarter. In 2018 this accounted for 14,277 payments processed online compared to 6482 in 2019.		
Page 182 WL90 % of Contact Centre calls answered	80.1%	90.3%	88.3%	71.9%	61.9%	89.3%	87.7%	61.6%	76.1%	88.0%	Relates to 24,521 calls answered Year end activities such as annual council tax billing and Yr 3 of the Garden Waste Subscription early in the quarter, and training of three staff recruited to vacant posts impacted on performance. The latter part of the quarter saw a significant improvement in call handling targets, with 5 weeks performance being above target. In addition, shift patterns for high volume call times have been reviewed. Performance Plan attached as Appendix B1.		
WL108 Average answered waiting time for callers to the contact centre (seconds)	163	83	102 ²	214	288	100	117	326	185	145	As above.		
WL130 No. Service Now Customer Accounts	N/A - service not developed at this time.								10,085		New. Customer Accounts were launched 5 March 2019. Q1 data shows an increase from 4,200 at the end of March.	/	
WL131 No. Social Media Followers (WLBC FB, Twitter)	N/A - PI not developed at this time.								7,167	5,775	New. Data represents the main Council FB and Twitter account. Twitter followers are broadly established now and the	/	

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status	
	Value	Value	Value	Value	Value	Value	Value	Value	Value					
											focus is on boosting Facebook.			
WL143 % of direct dial calls answered	N/A - PI not developed at this time.											New. Reporting was not in place during setting of annual suite therefore no target agreed. Data pending from service due to ongoing development of Skype reports.	/	

Leisure & Environment Services

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status	
	Value	Value	Value	Value	Value	Value	Value	Value	Value					
HW01 No. attending health, wellbeing and sport activities & courses	N/A - PI not developed at this time.									3,712		New. Indicator better reflects Leisure and Wellbeing Service. Data covers attendances from Gym referrals, Weight Referrals and Health Walk.	/	
LE01 No. grass cuts undertaken on the highway between April-October	N/A - PI not developed at this time.									3	3	New. Indicator based on service standards agreed at Council. 8 cut season target over April – October. Although there is an approximate 3.5 – 4 week cycle that is likely to be impacted by operational issues (kit or resource availability) and inclement weather conditions. A 'quarter target' is therefore not exact and for guidance only.	/	
LE02 No. grass cuts undertaken in Sheltered Accommodation between April-October	N/A - PI not developed at this time.									3	4	New indicator based on service standards agreed at Council. 10 cut season target over April – October. This gives an approximate 3.5 – 4 week cycle that is likely to be impacted by operational issues (kit or resource availability) and inclement weather conditions. A 'quarter target' is therefore not exact and for guidance only. A Performance Plan is therefore not appropriate.	/	
LE03 Average of missed bins per fortnight	N/A - PI not developed at this time.									66	50	New PI replacing previous overall bin collection data.	/	

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
(refuse/grey)													
LE04 Average of missed bins per fortnight (garden waste /brown)					N/A - PI not developed at this time.				41	50	New PI replacing previous overall bin collection data.	/	
LE05 Average of missed bins per fortnight (recycling / blue and green)					N/A - PI not developed at this time.				131	50	New PI replacing previous overall bin collection data.	/	
LE06 % hazardous flytips removed within 1 day					N/A - PI not developed at this time.				N/A	95%	New to replace overall flytip data. Data collection from Service Now is still being developed and is anticipated to be in place by September.	/	
LE07 % non-hazardous flytips removed within 3 days					N/A - PI not developed at this time.				N/A	95%	As above	/	
LE08 % locations inspected falling into categories A/B - Litter					N/A - PI not developed at this time.					85%	New indicator to provide increased service overview. Categories A/B are 'excellent' and 'acceptable'. Data collected for period. Confirmed data report pending from APSE	/	
LE09 % locations inspected falling into categories A/B - Detritus					N/A - PI not developed at this time.					85%	As above	/	
LE10 % locations inspected falling into categories A/B - Litter Bins					N/A - PI not developed at this time.					90%	As above	/	
LE11 % locations inspected falling into categories A/B - Grass					N/A - PI not developed at this time.					85%	As above	/	
LE12 % locations inspected falling into categories A/B - Shrubbery/Hedges					N/A - PI not developed at this time.					85%	As above	/	
LE13 % locations inspected falling into					N/A - PI not developed at this time.					85%	As above	/	

PI Code & Short Name	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Current Target	Comments	Q1 19/20 vs Q1 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
categories A/B - Dog Fouling													
NI 191 Kerbside Residual household waste per household (Kg) ⁴	128.68 ⁵	124.07 ⁵	123.57 ⁵	124.76	128.66	126.15 ⁵	118.11	120.55	122.11	125			
NI 192 Percentage of kerbside household waste sent for reuse, recycling and composting ⁴	40.93% ⁵	48.67% ⁵	46.25% ⁵	40.52% ⁵	34.68%	46.57% ⁵	44.84%	43.00%	40.21%	50.00%	Performance Plan in progress, see Appendix C.		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Notes:

¹ Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. ICT data and RBS data reflect progress to year end.

² WL108: New telephony platform introduction impacted collection. Data entered for Q3 17/18 refers to 01.10.17–12.12.17. Data from 13.12.17 following new telephony platform was 106s.

³ New for Q2 2018/19, data was reported as at end of October.

⁴ NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm/validate final figures. The quarter data reported reflects an outturn verified within the quarter, rather than an outturn produced within the quarter. The annual outturn will reflect the data produced within the April-March period.

⁵ NI191/192: data restated from published due to admin error, rectified Jan 2019

The following changes to reported QPIs for 2019/20 were approved by Cabinet in March 2019:

LE08/09/10/11/12/13 % locations inspected falling into categories A/B for Litter, Detritus, Litter Bins, Grass, Shrubbery/Hedges – New – replaces NI195a+b Improved street and environmental cleanliness (Litter + Detritus)

LE03/04/05 Average No. missed bins per fortnight for refuse, garden waste, recycling - New – replaces WL01 No. residual bins missed

LE06 % jobs dealt with within response time to remove hazardous fly-tipping – New and LE07 % jobs dealt with within response time to remove non-hazardous fly-tipping - New – replaces WL06 Average time taken to remove fly tips

LE01 No. of grass cuts undertaken on the highway between April and September – New

LE02 No. of grass cuts undertaken in Sheltered Accommodation between April and September – New

HW01 No. of people attending health, wellbeing and sport activities and courses – New – replaces WL_18 Use of leisure and cultural facilities

NI 157a Processing of Major planning applications – target changed from 65% to 75%

NI 157a Processing of Minor planning applications - target changed from 75% to 80%

WL143 % of direct dial calls answered – New replaces WL19bii Direct dial calls answered within 10s

WL85aa Website: number of unique visitors – deleted since collection method was not a true reflection of unique visitors

WL85b: title amended from 'use of online forms' to "Number of online forms submitted" better describing information reported.

WL85c: Title amended from 'no. online payments' to "Number of payments processed online" better describing information reported.

WL130 No. Self-Serve Customer Accounts - New

WL131 No. Social Media Followers – New

WL133 No. visitors to Chapel Gallery – New

WL132 FTE working days lost due to sickness absence per average FTE (within quarter) – New - replaces WL_121 Working Days Lost Due to Sickness Absence (rolling 12 month average)

TS1a Rent Collected from current and former tenants as a % of rent owed – New – replaces TS1 Rent Collected as a % of rent owed

TS11 % of rent loss through dwellings being vacant - target changed from 1.9% to 0.99%

HS1 % Housing repairs completed in timescale – definition changed to include timescales revised by the tenant

PERFORMANCE PLAN	
Indicator	WL108 Average answered waiting time for callers to the contact centre WL90 % of Contact Centre calls answered
<p>Reason(s) for not meeting target</p> <ul style="list-style-type: none"> • Year-end activities such as annual council tax billing, the launch of year 3 of the garden waste subscription service and the training of newly recruited staff to vacant posts early in the quarter. • In addition the Customer Services team have been continuing to adapt and build their confidence on the newly implemented replacement CRM system/customer portal (ServiceNow) which launched at the end of quarter 4, which results in calls taking slightly longer than usual. This was launched at this time in preparation for the launch of the 3rd year of the Garden Waste service to address historical payment issues which customers had experienced and provide a simpler online service. • Significant ICT issues with core customer services systems, which impacted on some of the team's ability to work effectively. This took longer to resolve than initially anticipated. • Higher than anticipated staff sickness issues, including within the management team. <p>In preparation for the annual increase in calls, the following actions were put in place by the management team:</p> <ul style="list-style-type: none"> • 4.4 additional full time equivalent (FTE) agency staff were recruited to assist as well as temporarily increasing the working hours of some part time staff. In addition apprentices from across the organisation also assisted with call handling. • Active promotion of channel shift via the Contact Centre's Interactive Voice Response (IVR), which encourages residents to hang up their call and access services online instead of waiting to speak to an advisor. <p>Just under 18,000 customers now have their own self service account, with 86% of accounts being created direct by customers themselves through the Council's website.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • Extension of 2.4 (FTE) agency staff contracts (reviewed on a weekly basis). • Review of the timing and communications launch for the garden waste subscription service, this review will take in to account customer feedback. • Evaluate the potential of implementing auto renewal through direct debit. • Consideration to be given to how we can significantly increase online subscriptions to reduce calls. <p>A number of actions have already been put in place which include:</p> <ul style="list-style-type: none"> • Realignment of the management team to increase managerial support to the 	

Customer Service team to allow a greater focus on the resource and performance management and future planning. A review of shift patterns and flexible lunch breaks during periods of high call volumes has also been completed. These actions have already resulted in performance being above target during the latter part of the quarter.

- Closer working with BTLS to ensure that the ICT issues experienced do not reoccur.
- Continued use of agency staff and apprentices when necessary.
- Continued collaborative working with back office teams to mitigate future business change/requirements have on the quality and speed of service that customers receive.

As a result of the actions, whilst the early part of the quarter targets weren't achieved, during June & July performance was above target. The Customer Services team will continue to focus on call handling performance, however the overall yearly performance targets may be affected due to the impact during the first quarter.

Resource Implications

Effective resource planning will need to be undertaken ahead of any operational service changes. This may lead to additional temporary staff resources being needed to handle the increase in customer interactions.

Priority

High

Future Targets

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. In order to meet the Council's digital agenda, future performance indicators will need to reflect the evolution of customer demand to a more digital service offering.

Action Plan

Tasks to be undertaken	Completion Date
Extend/recruit agency staff	Ongoing
Effectively plan the roll out of year 4 subscriptions for garden waste.	January 2020
Use data gathered from the third year of subscriptions to target all current subscribers ahead of the relaunch date with information about year 4 to actively encourage them to re-subscribe online.	February 2020

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
HS1 % Housing Repairs Completed in timescale Page 189	Q1 18/19	Implement changes to Mobile Working to include updated tenant contact telephone number on any order raised during surveyor visit.	October 2018	On track. As part of the ICT roadmap, which includes an upgrade of the existing housing management system to version 4.5, which will take place from September 2019, test environments will be created to form part of the user acceptance training and implementation plan to ensure that the new version upgrade is fit for purpose, aligned to other systems such as Service Now. This approach will enable both business and customer requirements are met.	Q1 outturn is 97.95% (amber). To note that this would have met previous year's target of 97%.
NI 192 Percentage of Household Waste sent for reuse, recycling and composting.	Q3 18/19	Publicity plan	June 2019	Complete. This aims to increase participation in green waste collection by promoting the garden waste collection service. Publicity has been used to promote the relaunch of the service.	Q1 outturn is 40.21% (red). There have been two significant impacts on this PI: a significant decrease in green tonnage collected since garden waste subscriptions and LCC's decision to stop residual waste from the borough being reprocessed at the material recycling facility at Farrington, but sent landfill. This has meant the loss of the recycling material that would have been recaptured during reprocessing.

					The actions will have an impact in the new subscription season – first and second quarters in 2019/20.
WL121 Working Days Lost Due to Sickness Absence	Q2 18/19	Sickness Management Training will be delivered for Managers during early 2019.	May 2019	Complete. Sickness Management Training programme was complete by the end of May.	Outturn for Q1 is 2.38 days (red)

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

35. Quarterly Performance Indicators Q1 2019-20

The Leader introduced the report of the Director of Housing and Inclusion which presented performance monitoring data for the quarter ended 30 June 2019.

In considering performance targets LE01 and LE02 in relation to grass cutting, the Leader highlighted the current arrangements for weed control in the Borough and circulated a motion at the meeting in this regard (as contained on pages 471 and 472 of the Book of reports).

In reaching the decision below, Cabinet considered the comments and motion from the Leader and 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 30 June 2019 be noted.
- B. That a team of four Operatives be employed for 12 weeks at a cost of £23,834 to undertake intense weed scraping across the Borough.
- C. That a sweeper be hired for a 12 week period at a cost of £6,800 to work along with the manual teams.
- D. That the budget for this initiative be met from the appropriate corporate reserve.
- E. That a suitable contribution be sought from Lancashire County Council for the expenditure now authorised and review the provision of weed control for 2020/21.
- F. That the call-in procedure is not appropriate for this item due to the urgent need to undertake revised arrangements in respect of weed control under items B to E (inclusive) and, otherwise that the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 10 October 2019.

