



Jacqui Sinnott-Lacey BA(Hons) PGDipWL
Chief Operating Officer

52 Derby Street
Ormskirk
West Lancashire
L39 2DF

Monday, 2 March 2020

**TO: COUNCILLORS I MORAN, Y GAGEN, D EVANS, J WILKIE, K WILKIE,
K WRIGHT AND A YATES**

Dear Councillor,

A meeting of the **CABINET** will be held in the **CABINET/COMMITTEE ROOM, 52 DERBY STREET, ORMSKIRK L39 2DF** on **TUESDAY, 10 MARCH 2020** at **7.00 PM** at which your attendance is requested.

Yours faithfully

A handwritten signature in black ink, appearing to be 'JSL', enclosed in a rectangular box.

Jacqui Sinnott-Lacey
Chief Operating Officer

AGENDA
(Open to the Public)

- 1. APOLOGIES**
- 2. SPECIAL URGENCY (RULE 16 ACCESS TO INFORMATION PROCEDURE RULES)/URGENT BUSINESS**

If, by virtue of the date by which a decision must be taken, it has not been possible to follow Rule 15 (i.e. a matter which is likely to be the subject of a key decision has not been included on the Forward Plan) then the decision may still be taken if:

- a) The Chief Operating Officer, on behalf of the Leader, obtains the agreement of the Chairman of the Executive Overview and

Scrutiny Committee that the making of the decision cannot be reasonably deferred,

- b) The Chief Operating Officer, on behalf of the Leader, makes available on the Council's website and at the offices of the Council, a notice setting out the reasons that the decision is urgent and cannot reasonably be deferred.

3.	DECLARATIONS OF INTEREST	1125 - 1126
	If a member requires advice on Declarations of Interest, he/she is advised to contact the Legal & Democratic Services Manager in advance of the meeting. (For the assistance of members a checklist for use in considering their position on any particular item is included at the end of this agenda sheet.)	
4.	PUBLIC SPEAKING	1127 - 1132
	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 Friday 6 March 2020.	
5.	MINUTES	1133 - 1142
	To receive as a correct record the minutes of the last meeting of Cabinet held on 14 January 2020.	
6.	MATTERS REQUIRING DECISIONS	
6a	Risk Management Report (Relevant Portfolio Holder: Councillor A Yates)	1143 - 1164
6b	Introduction of a Car Lease Salary Sacrifice Scheme (Relevant Portfolio Holder: Councillor Y Gagen)	1165 - 1182
6c	Disabled Facilities Grant funding allocation to Prestoncare & Repair Home Improvement Agency (Relevant Portfolio Holder: Councillor K Wright)	1183 - 1196
6d	Housing Strategy (Relevant Portfolio Holder: Councillor J Wilkie)	1197 - 1258
6e	Quarterly Performance Indicators Q3 2019-2020 (Relevant Portfolio Holder: Councillor I Moran)	1259 - 1272
6f	Council Plan and Corporate Performance Review (Relevant Portfolio Holder: Councillor I Moran)	1273 - 1292
6g	HRA Revenue and Capital Monitoring (Relevant Portfolio Holder: Councillor J Wilkie)	1293 - 1298

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:-

Sue Griffiths on 01695 585097

Or email susan.griffiths@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

Agenda Item 3

MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

	General		
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.

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 A Parish Council Representative 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.
- 1.3 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 speaker (and representative) 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 Legal & Democratic Services Manager 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 Legal & Democratic Services Manager 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.

No amendments will be made to the list of speakers once it has been compiled (regardless of withdrawal of a request to speak).

- 4.3 All submissions received will be published on the Council's website and circulated to Members of the relevant body and officers for consideration.

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 the speakers to make their representations. Speakers 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/s have said, along with any other information/representations submitted under this protocol, when all 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, including a Parish or Borough Councillor representative. They can also bring an interpreter if they need one. They should be aware there may be others speaking as well.

(Note: If a Resident wishes to have their Borough Councillor speak on their behalf, the Borough Councillor is not a member of the body considering the item.)

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

Post Code

PHONE

Email

Please indicate if you will be in attendance at the meeting

YES/NO*

*delete as applicable

Please indicate if someone will be speaking on your behalf at the meeting

YES/NO*

*delete as applicable

If someone is speaking on your behalf please provide their contact details:

NAME

PHONE

Email

Note: This page will not be published.

(P.T.O.)

Agenda Item 5

CABINET

HELD: Tuesday, 14 January 2020

Start: 7.00pm

Finish: 7.14pm

PRESENT:

Councillor: I Moran (Leader, in
The chair)

Councillors:	Councillor Yvonne Gagen	<u>Portfolio</u> Deputy Leader of the Council and Portfolio Holder for Leisure & Human Resources
	Councillor David Evans	Portfolio Holder for Planning
	Councillor Jenny Wilkie	Portfolio Holder for Housing and Landlord Services
	Councillor Kevin Wilkie	Portfolio Holder for Street Scene
	Councillor Kevin Wright	Portfolio Holder for Health and Community Safety
	Councillor Adam Yates	Portfolio Holder for Resources & Transformation

In attendance: Ashcroft, Devine
Councillors

Officers: Jacqui Sinnott-Lacey, Chief Operating Officer
Heidi McDougall, Corporate Director of Place & Community
Marc Taylor, Head of Finance, Procurement and Commercial
Services
Ian Gill, Head of Growth & Development Services
Simon Burnett, Head of Wellbeing & Leisure Services
Michelle Williams, Head of Environmental Services
Matthew Jones, Legal & Democratic Services Manager
Peter Richards, Strategic Planning & Implementation Manager
Stephen Kent, Leisure Operations Manager
Sue Griffiths, Principal Member Services Officer

69 **APOLOGIES**

There were no apologies for absence.

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

There were no items of special urgency.

71 DECLARATIONS OF INTEREST

Councillors J Wilkie and K Wilkie (tenants of Council accommodation) and Councillor Wright (connected person tenant of Council accommodation) declared disclosable pecuniary interests in agenda item 7d (Housing Account – Revenue and Capital Budget Setting) but considered they were entitled to speak and vote by virtue of an exemption as nothing in the reports relate particularly to their relevant tenancy or lease.

72 PUBLIC SPEAKING

A representation from a resident was received in relation to Agenda Item 7(i) – CIL Funding Programme 2020/21.

The Leader changed the order of business to enable agenda item 7(i) CIL Funding Programme 2020/21 to be considered prior to agenda item 5.

73 MINUTES

RESOLVED That the minutes of the Cabinet meeting held on 5 November 2019 be received as a correct record and signed by the Leader.

74 COMMUNITY WEALTH BUILDING CABINET WORKING GROUP TERMS OF REFERENCE

Consideration was given to the proposed revisions to the Terms of Reference of the Community Wealth Building Cabinet Working Group agreed at its inaugural meeting on 11 November 2019.

RESOLVED That the Terms of Reference of the Community Wealth Building Cabinet Working Group be revised as follows:-

1. To contribute to (when appropriate) and consider the outcomes of the study being commissioned through Lancashire Leaders, which will explore the principles and the "Preston Model" and how it could potentially be scaled up across Lancashire, as well as exploring other social value good practice, and how it could be applied to West Lancashire;
2. To commission a report on the development of a strategic approach to community wealth building in West Lancashire Borough Council;
3. To commission research and gather evidence on barriers to Community Wealth Building in West Lancashire and identify solutions to those barriers;
4. To recommend to Cabinet/Council the actions leading to the development of a Community Wealth Building Strategy and report on the next steps;
5. To consider the role of other local organisations in developing Community Wealth Building initiatives.

75 MATTERS REQUIRING DECISIONS

Consideration was given to the report relating to the following matters requiring decisions and contained on pages 705 to 1124 of the Book of Reports.

76 DRAFT REVENUE BUDGET 2020-21

Councillor Yates introduced the report of the Head of Finance, Procurement and Commercial Services which provided a summary of the General Revenue Account budget for the next financial year.

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

- RESOLVED A. That the financial position for 2020-21 and later years be noted, and consideration be given to how a balanced budget can be achieved.
- B. That the Portfolio Holder for Resources and Transformation be given delegated authority to submit firm proposals to Council on 26 February 2020 to enable the budget to be set.
- C. That call-in is not appropriate for this item as it is to be submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30 January 2020.

77 DRAFT MEDIUM TERM CAPITAL PROGRAMME

Councillor Yates introduced the report of the Head of Finance, Procurement and Commercial Services which set out details on the GRA medium term capital programme position for the next 3 years.

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

- RESOLVED A. That the medium term financial position be noted, and consideration be given to how a balanced capital programme can be achieved.
- B. That the Portfolio Holder for Resources and Transformation be given delegated authority to submit firm proposals to Council on 26 February 2020 to enable the capital programme to be set.
- C. That call-in is not appropriate for this item as it is to be submitted to the Executive Overview and Scrutiny Committee on 30 January 2020.

78 **REGULATION OF INVESTIGATORY POWERS ACT - ANNUAL SETTING OF THE POLICY AND REVIEW OF USE OF POWERS**

The Leader introduced the report of the Legal & Democratic Services Manager which provided an update on the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA) and sought approval of the updated RIPA policy document.

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

RESOLVED That the updated RIPA Policy at Appendix 1 to the report be approved.

79 **HOUSING ACCOUNT - REVENUE AND CAPITAL BUDGET SETTING**

Councillor J Wilkie introduced the report of the Corporate Director of Place and Community which provided a summary of the Housing Account's financial position.

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

- RESOLVED A. That the financial position be noted and consideration be given to the budget matters set out in the report.
- B. That the use of the Corporate Director of Place & Community's delegated authority in relation to rent and service charge changes be noted and endorsed.
- C. That the report be used for consultation purposes prior to the Council considering this matter in February 2020.
- D. That the Housing and Landlord Services Portfolio Holder be given delegated authority to submit firm proposals to Council on 26 February 2020 to enable the budget to be set.
- E. That call-in is not appropriate for this item as it is to be submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30 January 2020.

80 **QUARTERLY PERFORMANCE INDICATORS Q2 2019-20**

The Leader introduced the report of the Corporate Director of Transformation and Resources which presented performance monitoring data for the quarter ended 30 September 2019.

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

- RESOLVED A. That the Council's performance against the indicator set for the quarter ended 30 September 2019 be noted.
- B. That the call-in procedure is not appropriate for this item as the report was considered by the Corporate & Environmental Overview and Scrutiny Committee on 5 December 2019.

81 **USE OF SECTION 106 MONIES IN ORMSKIRK**

Councillor Gagen introduced the report of the Corporate Director of Place and Community which considered a proposal for the use of Section 106 monies for the enhancement of public open space provision in Ormskirk

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

- RESOLVED That the use of £11,001 of S106 monies be approved to enable improvements to be made at Thompson Avenue Play Area, Ormskirk, subject to a sum of £28,999 CIL funding also being approved.

82 **USE OF SECTION 106 MONIES IN SKELMERSDALE**

Councillor Gagen introduced the report of the Corporate Director of Place and Community which considered a proposal regarding the use of Section 106 monies for the enhancement of public open space provision in Skelmersdale.

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

- RESOLVED That the use of £103,590 of S106 monies be approved to enable improvements to be made in Tawd Valley Park.

83 **USE OF SECTION 106 MONIES TANHOUSE, SKELMERSDALE**

Councillor Gagen introduced the report of the Corporate Director of Place and Community which considered a proposal regarding the use of Section 106 monies for the enhancement of public open space provision in Tanhouse, Skelmersdale.

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

RESOLVED That the use of £32,169 of S106 monies be approved to enable improvements to be made at Ennerdale, Tanhouse, Skelmersdale, subject to the remaining funding being approved from other sources.

84 **CIL FUNDING PROGRAMME 2020/21**

Councillor D Evans introduced the report of the Corporate Director of Place and Community which advised of the outcome on the consultation of, and proposed final recommendations for, the CIL Funding Programme in 2020/21.

Additional information from the Corporate Director of Place and Community was circulated at the meeting.

In reaching the decision below, Cabinet considered the representations from a resident (minute 72 refers), the additional information from the Corporate Director of Place & Community and the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED A. That the consultation feedback report provided at Appendix A to the report be noted.
- B. That CIL monies be allocated to the delivery of the following project in 2020/21:
- £100,000 to the re-build of Hesketh Bank Community Centre
- C. That Ormskirk Neighbourhood CIL monies be allocated to the delivery of the following project in 2020/21:
- £29,000 to play area improvements at Thompson Avenue, Ormskirk
- D. That previously saved CIL monies be allocated to the delivery of the following project in 2020/21:
- £225,000 to the play area at Tawd Valley, Skelmersdale

85 **SELF BUILD AND CUSTOM BUILD REGISTER**

Councillor D Evans introduced the report of the Corporate Director of Place and Community which sought approval for the change in the fee for inclusion on the Self Build and Custom Build Register.

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

- RESOLVED A. That the proposal to set a fee of £50 per application to be included on the Self Build and Custom Build Register for a four year period be approved, and that authority be delegated to the Corporate Director of Place and Community, in consultation with the Portfolio Holder for Planning, to review and amend the application fee as necessary to reflect costs associated with the application and administrative processes.
- B. That the two existing individuals on the Self Build and Custom Build Register be refunded £70 each to reflect the proposed new fee for an application, and be able to remain on the Register for four years from the date of their admission to the Register.

86

A LOCAL DEVELOPMENT SCHEME FOR A NEW LOCAL PLAN

Councillor D Evans introduced the report of the Corporate Director of Place and Community which sought endorsement of a new Local Development Scheme, which provided a new timetable for the preparation of the new Local Plan and an update on the Council's five year Housing land Supply position.

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

- RESOLVED A. That the Review of the Adopted West Lancashire Local Plan 2012-2027 (at paragraphs 3.2-3.4 of the report and at Appendix A to the report) be noted.
- B. That the update in the Council's position on five-year housing land supply set out at paragraphs 3.5-3.7 of the report and in the Updated Housing Land Supply Position Statement (at Appendix B to the report) be noted.
- C. That the Local Development Scheme (at Appendix C to the report) be endorsed for publication.
- D. That delegated authority be granted to the Corporate Director of Place and Community, in consultation with the Portfolio Holder for Planning, to update the Local Development Scheme and publish it on the Council's website as required.

87

DRAFT STATEMENT OF COMMUNITY INVOLVEMENT 2020

Councillor D Evans introduced the report of the Corporate Director of Place and Community which sought approval to consult on a draft new Statement of Community Involvement.

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

- RESOLVED A. That, subject to B. below, the draft West Lancashire Statement of Community Involvement 2020 attached at Appendix A to the report be approved for public consultation
- B. That delegated authority be given to the Corporate Director of Place and Community in consultation with the Portfolio Holder for Planning to consider revision(s) of the draft West Lancashire Statement of Community Involvement 2020 in the light of any agreed comments from Planning Committee, prior to public consultation.

88 **HOMELESSNESS & ROUGH SLEEPER STRATEGY 2019-2024
(CONSULTATION DRAFT)**

Councillor Wright introduced the report of the Corporate Director of Place and Community which sought approval of the draft Homelessness & Rough Sleeper Strategy 2019-2024 for public consultation.

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

- RESOLVED A. That the draft Homelessness & Rough Sleeper Strategy 2019-2024 be made available to the public and stakeholders for a period of consultation.
- B. That the Corporate Director of Place and Community be authorised to make any minor changes to the strategy following the consultation period.

89 **USE OF SECTION 106 MONIES IN HALSALL**

Councillor Gagen introduced the report of the Corporate Director of Place and Community which considered a proposal regarding the use of Section 106 monies for the enhancement of public open space provision in Halsall.

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

- RESOLVED That the use of £25,426 of S106 monies be approved to enable improvements to be made at Halsall Memorial Hall.

CABINET

HELD: Tuesday, 14 January 2020

.....
Leader

CABINET: 10 March 2020



Report of: Head of Finance, Procurement & Commercial Property

Relevant Portfolio Holder: Councillor A. Yates.

Contact for further information: Rebecca Spicer (Extn. 5098)
(E-mail: rebecca.spicer@westlancs.gov.uk)

SUBJECT: RISK MANAGEMENT

Borough Wide Interest

1.0 PURPOSE OF THE REPORT

- 1.1 To set out details on the Key Risks facing the Council and how they are being managed and to propose changes to the Risk Management Policy.

2.0 RECOMMENDATIONS

- 2.1 That the progress made in relation to the management of the risks shown in the Key Risks Register (Appendix A) be noted and endorsed.
- 2.2 That the updated Risk Management Policy at Appendix B be approved.
-

3.0 BACKGROUND

- 3.1 Risk management is not about being 'risk averse' – it is about being 'risk aware'. Risk is ever present and some amount of risk taking is inevitable if the Council is to achieve its objectives. Risk Management is about effectively managing risks that could affect the Council and the community. It is also about making the most of opportunities and achieving objectives. By being 'risk aware' the Council is in a better position to avoid threats and take advantage of opportunities.
- 3.2 It is a best practice requirement that the Risk Management Policy and the Key Risks Register are reviewed and reported to Members on a regular basis. Consequently it is our standard practice to report on Key Risk Register issues to Cabinet every 6 months. Reports on the effectiveness of the Risk Management framework are presented to the Audit and Governance Committee, and at its last

meeting in January 2020 the Committee endorsed an updated version of the Risk Management Policy.

- 3.3 Risk Management covers the whole spectrum of risks and not just those associated with finance, business continuity, insurance and health and safety. It also considers risks associated with service provision, compliance with legislation, public image (reputation) and environment. Key Risks are defined as the highest priority risks that may prevent the Council from achieving its objectives, or may result in the failure of a service, or the failure to comply with legislation. The Key Risks Register gives a summary of these risks and the work that is being undertaken to mitigate them, although many of these risks will have already been the subject of separate committee reports. In addition each Service maintains its own Service Risk Register of the specific risks that it faces.

4.0 KEY RISK REGISTER

- 4.1 The Key Risk Register attached (Appendix A) shows the current Key Risks and the measures in place to manage those risks. The regular reporting of the Register provides Members with an opportunity to scrutinise key risks and provides assurance that these risks are being effectively controlled.
- 4.2 A new risk has been added to the Key Risk Register entitled Effective Management of Cyber Security. The risk has been assessed as falling into the concerned category however internal controls, including cyber security operations and a joint cyber security action plan with BTLS, are in place to control and mitigate this risk.
- 4.3 The risk relating to failure to provide suitable storage arrangements for the Council's electronic equipment has been downgraded from concerned to uneasy. The revised scoring reflects improvements made to the network storage of the Council's electronic records.
- 4.4 The scoring of the risk concerning the EU exit has been reduced from the very concerned to the concerned category as the likelihood of disruption has been lessened due to recent developments.
- 4.5 The risk assessment of the housing strategy has been reduced from uneasy to content following a full review of all housing strategy delivery actions and achievements.
- 4.6 The risk on balancing the HRA budget has been removed from the key risk register. This follows the four year period of mandatory rent reductions coming to an end and government rules now allowing rents to be increased by up to inflation plus 1%.
- 4.7 There are no risks that have been assessed in the "very concerned" category that requires urgent action at the highest level to reduce the risk to a more acceptable position.

5.0 CHANGES TO THE RISK MANAGEMENT POLICY

- 5.1 The Risk Management Policy has been reviewed by Officers to ensure that it reflects best practice, new developments, systems and organisational change.
- 5.2 A tracked changes version of the updated Policy, which incorporates a number of minor wording changes, is included in Appendix B, which has already been endorsed by the Audit and Governance Committee. Members are now asked to approve these amendments which will be incorporated into a final clean version of the Policy.

6.0 SUSTAINABILITY IMPLICATIONS

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

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 The successful management of the key risks facing the Council will ensure that resources are used effectively and efficiently.

8.0 RISK ASSESSMENT

- 8.1 The continued identification and review of key risks is essential to ensure the management and mitigation of those risks, the successful achievement of the Authority's objectives, and the maximisation of opportunities. By continually monitoring and reviewing the risks and the Risk Management Framework we will ensure that it continues to improve, develop and meet best practice requirements.

9.0 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 There are no health and wellbeing implications arising from this report

Background Documents

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

Equality Impact Assessment

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

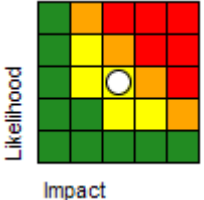
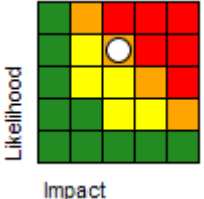
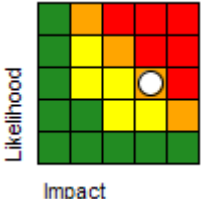
Appendix A – Key Risks Register

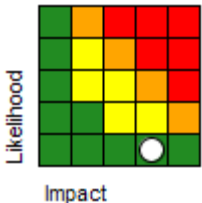
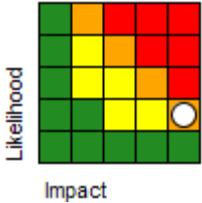
Appendix B – Amended Risk Management Policy

Appendix A Key Risk Register



Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Finance, Procurement & Commercial Property Page 1147	Potential Treasury Management Investment Losses.	Volatility in financial markets and other economic factors can create risks on investments, which means there is the potential that significant sums of money could be lost.	There is a treasury management policy and strategy in place. Well trained staff make investments with the guidance of brokers and treasury advisors after appropriate due diligence checks have been made.	Head of Finance, Procurement & Commercial Property	A Treasury Management Strategy was approved by Council in February 2020, including a wider range of investment options in line with the Sustainable Organisation Review.		10 Concerned
Finance, Procurement & Commercial Property	Achieving a balanced General Revenue Account budget position.	On-going reductions in Government funding and other financial pressures will need to be addressed to meet the statutory requirement to set a balanced budget.	The medium term financial forecasting and Sustainable Organisation Review processes will set out how this financial challenge will be met.	Head of Finance, Procurement & Commercial Property	A balanced budget was set for the 2020-21 financial year at the Council meeting in February 2020 for the		10 Concerned
Finance, Procurement & Commercial Property	Delivering a successful Sustainable Organisation Review Project (SORP).	This project is designed to improve economy, efficiency and effectiveness across all Council Services as well as addressing the financial challenges facing the General	A SORP Board consisting of the Corporate Management Team and other relevant officers meets on a regular basis to ensure good progress is made with the project.	Head of Finance, Procurement & Commercial Property	The project is now in the implementation phase. A new management structure was introduced in November 2019 and the new staffing structure will be		10 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
		Revenue Account.	A detailed risk register is in place to ensure the effective mitigation of the main risks associated with the project.		implemented in April 2020.		
Place & Community Directorate	Business Continuity - Potential for disruption.	Lack of Business Continuity planning could have a severe impact on service provision across critical Service Areas.	Key Service areas have been identified and individual plans put in place. These plans are tested on a regular basis and updated accordingly.	Corporate Director of Place & Community	Plans have recently been updated by plan owners to reflect the re-structure.		9 Uneasy
Place & Community Directorate	EU Exit.	Potential widespread disruption of Council services.	Business Control Plans are in place. There is strategic leadership input at internal working groups.	Corporate Director of Place & Community	The Lancashire Resilience Forum are currently sharing information from National Government.		12 Concerned
Transformation & Resources Directorate	Effective Management of Cyber Security.	The Council controls a large amount of sensitive data and assets of value to cyber criminals, although given the nature of the Council's work it is unlikely to be a specific primary target in comparison with other organisations. This gives the potential for harm via unauthorised access, destruction, disclosure, modification of information and/or denial of service.	BTLS provide the technical ICT aspects of the Council's cyber security operations such as Firewall, Web and Email filtering, virus and malware protection. WLBC's role is around measures complementing this, e.g. ensuring security of buildings and policies around usage of ICT (the ICT & Data Security Policy and Data Protection policies). A Cyber Security Action Plan jointly agreed in April 2019 is in place	Corporate Director of Transformation & Resources	Cyber security risks occur worldwide on a daily basis and are ever evolving making it difficult to assess the risk. The assessment has accounted for the technical defences in place for all types of cyber security incidents, the nature of attacks the Council has experienced to date and the governance arrangements in place to mitigate the risk. The evidence suggests the Council is most likely to be impacted by lower level individual		12 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
			covering security governance, technical security measures, and training and awareness for staff to manage the risk further. Cyber risk is a standing item on the Information Governance and Data Protection Officer Working Group.		attacks than organisational system attacks. No technological solution can stop all threats to the council and it is imperative that all users remain vigilant. As a corporate risk, the current assessment reflects the risk for an incident with organisation-wide impact, rather than for individual accounts (considered more likely, due to human error).		
Page 1149 Chief Operating Officer	Tawd Valley Development Company.	The Development Company offers opportunities of generating income from developments however, volatility in development / financial markets can create risks on investments, which means there is the potential that significant sums of money could be lost.	The annual Business Plan will be approved by the Council and site appraisals and further detailed analysis will determine which schemes / projects are viable. Performance against the Business Plan will be reported to Council.	Chief Operating Officer	The latest Development Company Business Plan was considered by Council at its meeting in February 2020.		4 Content
Housing & Regulatory Services	Landlord Compliance & Regulatory Requirements (Health & Safety).	Injury or death to tenants, residents or visitors. Significant adverse publicity. Regulatory impact.	Performance Indicators are monitored quarterly at management team meetings. Compliance is incorporated into an annual audit programme.	Interim Head of Housing & Regulatory Services	Compliance is monitored on a weekly basis and reported quarterly and is included in the audit programme.		10 Concerned

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Growth & Development Services Page 1150	Delivery of the Housing Strategy.	The Housing Strategy is intended to deliver a series of plans across a range of housing objectives, namely:- <ul style="list-style-type: none"> . Achieve the right supply of new homes including maximising affordable housing . Regenerate and remodel areas of Skelmersdale . Make the best use of all existing homes . Encourage well managed and maintained homes across all tenures . Encourage investment to meet specialist housing requirements . Deliver the Council's Sustainable Energy Strategy 2012-2020 Residential and Domestic Sector objectives. 	Regular monitoring will occur via the Service Action Plan monitoring process.	Head of Growth & Development Services	Achievements to date across all housing strategy delivery actions will be reported to Cabinet in March 2020.		4 Content
Wellbeing & Leisure Services	Procurement of new leisure provisions.	Impact on Council services, finances and reputation. The Council has adopted a leisure strategy which identifies new provisions. Failure to deliver will impact on future service delivery. The potential financial cost, both revenue and capital, could seriously	Project group, project Board and cabinet working groups are now established and regularly monitor progress. CCG partnership board is in operation.	Head of Wellbeing & Leisure Services	There continues to be ongoing Trust and monitoring meetings.		9 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
		impact on the Council's ability to balance its budget.					
Transformation and Resources	Failure to provide suitable storage arrangements for the Council's electronic information.	Inefficient business processes. Failure to meet statutory and best practice requirements, e.g. in relation to FOIA, DPA, GDPR, EIR and other information handling legislation (including record retention and destruction arrangements). Staff time wasted / diverted. Potential legal challenges. Criticism by Audit and negative press. Increased electronic storage costs.	Officer based project group has now delivered a more coherent corporate structure for electronic records on the Council's network with appropriate management arrangements. Engagement with the ICT provider to ensure suitable structure for information storage. Periodic training / meetings / dissemination of information. Improvements to systems include access permissions that are based on job role requirements, data cleanse with removal of redundant data. Work is planned to move databases, applications and scripts to a separate drive (in line with best practice). Staff guidance has been provided but will be further reviewed and enhanced by an Information Governance unit provided through the SORP process.	Corporate Director of Transformation & Resources	Project has now ended - data transfer completed on the revised programme. All Services have been signed off by Heads of Service (all except BTLS Revenues and Benefits). Information governance arrangements identified and planned to be further reviewed and enhanced by an Information Governance unit provided through the SORP process.	<p>Likelihood</p> <p>Impact</p>	8 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
Corporate & Customer Services Page 1152	Significant failure to comply with General Data Protection Regulation (GDPR and Data Protection Act 2018).	The Council must deliver its services in accordance with the GDPR & DPA 2018. Compliance has significant resource implications in terms of budget, IT, Governance and communications. There are a range of sanctions for breaches including fines and damages. Failure to report a breach would also result in a fine.	An action plan is in place, followed and regularly reviewed. . A corporate catalogue, retention and disposal schedules and individual service data protection policies identify the data that the Council has in its possession and the controls in place to manage this data. These documents are reviewed regularly. Services nominate Data Protection Link Officers who attend regular meetings of the Data Protection Working Group and disseminate best practice to their service. Services hold their own data protection meetings. GRPR training is provided to all employees and is mandatory.	Director of Corporate & Customer Services.	Information governance arrangements are planned to be further reviewed and enhanced by an Information Governance Unit provided through the SORP process.		9 Uneasy
Growth & Development Services	Failure to deliver Skelmersdale Town Centre Regeneration	Opportunity - The project will provide a mix of residential, commercial, leisure and education accommodation opportunities. Threat - We could fail to address the economic issues, not address residents' requirements and have an impact on the Council's	1. Continue to consult with public where relevant. 2. Collaboration agreement in place. 3. Continue to engage with the "other" landowners to encourage their participation in the scheme. 4. This risk is reviewed regularly as part of the	Head of Growth & Development Services	Terms have been agreed with Homes England for the acquisition of two plots of land to enable delivery. Enabling Works for the retail scheme commenced on 20 January 2020. The Cycle Path contract has commenced and the Town Centre		9 Uneasy

Service Area	Title	Potential Effect	Internal Controls	Responsible Officer	Latest Note	Current Risk Matrix	Current Risk Assessment and Score
		reputation.	ongoing project management. 5. Maintaining regular contact with developer and potential retail/commercial/leisure occupiers. 6. Project Board meets regularly to review progress.		section is completed		



Risk Management Policy

1.0 Introduction

Risk is a part of everyday life. The Authority recognises that there are risks involved in everything it does and that it has a duty to manage these risks. This duty is to employees, residents and people working in the Borough, service users, partners and other stakeholders.

The Authority defines risk as the possibility that an action or event will adversely or beneficially affect its ability to achieve its planned objectives. The effective identification, assessment, control, monitoring, management and reporting of risk will help to ensure that:

- Planned objectives are more likely to be achieved
- Opportunities are recognised
- Adverse risks are less likely to happen
- The impact of adverse risks which are realised is reduced

Effective risk management is therefore regarded as a critically important part of the work of the Authority.

This policy aims to ensure that we have a planned and systematic approach to identify, evaluate, control and manage the whole range of risks and opportunities facing the Authority. This policy also informs the approach to the Risk Management framework which is the established process by which the Authority identifies, assesses and manages risk in order that it should succeed in its planned objectives.

2.0 Aims of the Risk Management Policy

The Risk Management Policy has the following aims and objectives:

- To integrate Risk Management into the culture of the Authority
- To raise awareness of the need for Risk Management with all those connected with the delivery of services
- To enable the Authority to anticipate and respond to changing social, environmental and legislative conditions
- Minimisation of injury, damage, loss and inconvenience to residents, employees, service users, assets etc. arising from or connected with the delivery of Council services
- To maximise the rewards that can be gained through risk management

- To maintain and develop a robust framework and procedures for the identification, analysis, assessment, control and management of risk
- To assist in the achievement of the Council's vision to be a Council which is ambitious for West Lancashire
- To aid the achievement of the Council's priorities

3.0 Risk Assessment

Risk arises naturally and directly from the implementation of corporate and service aims and objectives. Therefore risk assessment is an integral part of all Council activity. It is the Authority's policy that all substantive activities should be subject to risk assessment. This includes all significant projects, for example, financial developments, legislative developments, human resource initiatives, health and safety, communication upgrades, partnerships and IT developments. Risks must be regularly monitored and actively managed until the objectives have been achieved (or the risk realised).

Risks should be assessed using the standard approach set out at the end of this policy. This requires the impact and likelihood of a risk to be evaluated and then scored on a risk matrix. This score then determines the level of concern associated with that risk and the action that is required to be taken. The Authority's risk appetite is determined by Cabinet and can be defined as the level of risk that the Authority is willing to take in pursuit of its objectives and values.

4.0 Service Risk Registers

Heads of Service are responsible for ensuring that all significant risks are included in Service Risk Registers using the Pentana Risk system. This risk register should describe the risk event, identify who the risk has been assigned to and who is responsible for managing the risk, planned and completed actions, potential effects, internal controls and a current and target risk assessment. Risk events should be deactivated when the objective has been reached (or the risk realised) and new risk events added as soon as they are identified.

Advice on completing service risk registers is available to officers via the Council's Intranet Risk Management Page.

Deactivated risks are delated one year after the risk was last updated.

5.0 Risk Ownership and Management

Every risk should be assigned to a risk owner who is identified on the Risk Register as the officer who has day to day responsibility of the risk and whose responsibility it is to update the risk register. The risk manager is the designated member of staff (or management group) who carries the ultimate responsibility for ensuring that the risk is being effectively managed by the assigned risk owner. The risk manager is responsible for agreeing and delivering the action plan to control the risk and monitoring progress against it. This is a key element in the risk management process as it is crucial that risks are not just identified and assessed but that they are also effectively controlled.

Internal control is key to effective risk management and plays a significant part in the management of risks. Actions, procedures and operations undertaken to either contain a risk to an acceptable level, or to increase the probability of a desirable outcome should be detailed on the Risk Register. Internal controls should be scored as to their effectiveness.

6.0 Risk Reporting

Monitoring reports on Service Risk Registers will be produced as a minimum on a quarterly basis for the formal consideration of Heads of Service.

Monitoring reports on Key Risks (the most significant risks facing the Council) will be produced on a six monthly basis for the consideration of CMT and Cabinet.

7.0 Risks and the Decision Making Process

Risks need to be addressed at the point at which decisions are being taken. Where Members and officers are asked to make decisions they should be advised of the risks associated with the recommendations being made. Consequently, the Authority needs to be able to demonstrate that it has taken reasonable steps to consider the risks involved in a decision.

All reports requiring key decisions, including new and amended policies and strategies, must therefore include a section to demonstrate that risks have been addressed. This does not guarantee that decisions will always be right but the important point is to demonstrate that risks have been considered and to have evidence that will support this.

8.0 Role of Risk Management Working Group

Although every member of staff carries some responsibility for the management of risk, the Authority identifies the Risk Management Working Group (RMWG) as responsible for maintaining and developing the Risk Management Framework. Heads of Service should nominate at least one Risk Co-ordinator to represent each Service area on the RMWG.

The Risk Management Working Group will meet twice yearly, typically in January and July, to consider the following types of area:

- Issues and improvements to the Risk Management Framework
- Risk Management training for both Members and officers
- Reviewing and recommending changes to the Risk Management Policy
- Reviewing the Key Risk Register and recommending changes
- Disseminating good practice requirements across the Authority

9.0 Role of the Risk Co-ordinators

The Risk Co-ordinator is responsible for maintaining and developing the Risk Management Framework within their Service, supported by the Risk Management Working Group.

The Risk Co-ordinator's role is to:

- Represent their Service's interest in the management of the Council's risks and act as a Service Lead Officer on risk management issues including risk issues in relation to service plans.
- Support their Head of Service in implementing the Risk Management Policy within their Service
- Co-ordinate the risk process in their Service by monitoring and maintaining a Service Risk Register on behalf of their Service Managers.
- Monitor and review the status of service risks and action plans implemented to reduce or control those risks.
- To attend the twice yearly meetings of the Risk Management Working Group (or nominate a suitable substitute when unable to attend).

- Give advice and guidance to managers/officers within their Service on preparing risk assessments for committee reports.
- Provide advice and guidance to those updating risks on the Pentana Risk system.

10.0 Role of Heads of Service

The role of Heads of Service is to:

- Implement policies on risk management within their Services including ensuring that an up to date Service Risk Register is maintained
- Review Service Risks on a quarterly basis and Key Risks on a six monthly basis
- Review the risk management system to ensure that it is functioning effectively

11.0 Governance Arrangements

The Authority's Risk Management Framework is critically important in the context of governance and the Audit and Governance Committee has responsibility for ensuring that the Framework operates effectively. An annual report will be produced for this Committee on the operation of the Risk Management Framework so that its Members can assess its effectiveness.

12.0 Role of Audit

Internal Audit evaluate risk management processes continuously in order to provide assurance to Members and Senior Management that significant business risks are being managed appropriately and that the Risk Management and Internal Control framework is operating effectively. Our External Auditors may also conduct separate, independent reviews of the Risk Management Framework from time to time. The findings from this work will be included in the annual report to the Audit and Governance Committee.

13.0 Skills, Expertise and Guidance

Having established roles and accountabilities for risk management, the Authority must ensure that it has the necessary skills and expertise to deliver this framework. This will be accomplished through an on-going programme of risk management training and development for both officers and Members.

More detailed procedures for officers are available via the Council intranet at <http://intranet-westlancs-gov-uk-liveadmin/rules-and-regulations/risk-management.aspx>, which contains appropriate guidance to enable them to carry out their duties effectively.

14.0 Making Others Aware of Risk Management

The Authority recognises the potential for benefits and rewards from partnership working and it also recognises the risks involved. Whilst this risk can be managed by the Authority through formal contracts and partnership agreements that clearly allocate risks to the appropriate parties, failure by either or any one of those parties to manage their risks can have serious consequences for the other(s).

Consequently, before entering into the partnership, joint working or business contract arrangements, prospective partners and contractors should be asked to state their approach to risk management and to provide certain minimum evidence to support their response.

It is recommended that when entering into partnership, joint working or contracts with outside agencies that a project risk register is created and is maintained on the Pentana Risk Management System until all associated risks are realised.

15.0 Maintenance and Development of the Risk Management Policy

This Risk Management Policy will be reviewed on an annual basis. The results of this review will initially be reported to the Audit and Governance Committee in January of each year for detailed consideration before being submitted to Cabinet in March for formal approval.

CORPORATE RISK ASSESSMENT

Impact

Score	What's the worst that could happen?
1	<ul style="list-style-type: none"> • Disruption to operations in the short term with no loss of service to citizens. • No injuries sustained. • No reputational damage to service or WLBC. • Low financial loss which can readily be met from existing budget provision.
2	<ul style="list-style-type: none"> • Some short term disruption to a non-critical service to citizens. • Minor injury resolved by first aid treatment. • Minimal reputational damage (single adverse article in local press/ social media). • Medium financial loss. (Requiring virement at the level delegated to Heads of Service, currently up to £10k).
3	<ul style="list-style-type: none"> • Short term disruption to a critical service or substantial disruption to a non-critical service noticeable to customers. • Injury requiring visit to A&E / short term hospitalisation. • Persistent adverse coverage in local press /radio /social media. • Significant financial loss (Can be met by virement at the level delegated to Cabinet, currently up to £50k).
4	<ul style="list-style-type: none"> • Sustained disruption to a critical service or multiple non critical services - Circumstances defined in the Business Continuity Plan as requiring notification of the Emergency Planning and Business Continuity Manager. • Injury requiring longer term hospitalisation or resulting in permanent damage. • Adverse article in national press, radio, TV or social media. • Major financial loss. (Requiring virement to be approved by Council, currently anything over £50k).
5	<ul style="list-style-type: none"> • Events leading to Central Government intervention in running of a WLBC Service. • Multiple injury / loss of life. • Extensive coverage in national media. • Enormous financial loss which would impact on the Council's financial capacity to carry out its business.

Note, these are examples to indicate the level of risk within each category and do not include every conceivable type of risk. This is meant as general guidance only and not precise criteria. If you have any specific queries then please contact the Council's Head of Finance, Procurement and Commercial Property or Insurance and Risk Management Officer.

Likelihood

Score	Descriptors
5	Almost certain. Occurs frequently or expected to occur within one year.
4	Likely. Expected to occur more than once in 10 years.
3	Possible. Expected to occur once in 10 years.
2	Unlikely. Not expected to occur over a 10 year period.
1	Remote. Not expected to occur. Has not occurred or may only be expected to occur in exceptional circumstances.

WLBC Impact / Likelihood Matrix

		Impact				
		1	2	3	4	5
Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Level of Concern	Action Required
Very concerned	Urgent attention required at highest level to ensure risk is reduced to an acceptable level. Action planning should start without delay. Progress on actions should be reported to the Chief Operating Officer and / or the Leader.
Concerned	Requires mitigation, contingency plan and identification of early warning indicators. Progress reported to CMT
Uneasy	Acceptable. Requires mitigation. Reviewed at Head of Service level.
Content	Acceptable. Keep under review but no action required unless changes occur.



CABINET: 10 MARCH 2020

Report of: Corporate Director of Transformation & Resources

Relevant Portfolio Holder: Councillor Yvonne Gagen

Contact for further information: Name: Sharon Lewis (Extn.5027)
(E-mail: Sharon.lewis@westlancs.gov.uk)

SUBJECT: INTRODUCTION OF A CAR LEASE SALARY SACRIFICE SCHEME

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek Cabinet approval to introduce a Salary Sacrifice Car Lease Scheme for staff.

2.0 RECOMMENDATIONS

2.1 That the proposal to introduce a Salary Sacrifice Car Lease Scheme into the Council as an additional benefit in kind for staff with effect from 1 April 2020 be approved.

2.2 That it be noted that the scheme will promote and encourage the use of the low CO2 emission vehicles to staff to encourage the support the Council's Carbon neutral ambitions.

2.3 That delegated authority be given to the Corporate Director of Transformation and Resources and the Head of Human Resources and Organisational Development to undertake the detailed implementation of the Car Lease Salary Sacrifice Scheme.

3.0 BACKGROUND

3.1 The Council currently offers two Salary Sacrifices Schemes to staff, one related to Child Care Vouchers, the second related to providing staff with an opportunity to purchase a bicycle through a salary sacrifice arrangements called the Cycle to Work Scheme.

- 3.2 Salary sacrifice means that the Council arranges for the purchase price of the product to be taken in instalments from salary each month. The amount is deducted from gross salary, prior to any Tax and NI or pension deduction.
- 3.3 The consequence of this is that staff receive a financial benefit by paying reduced Tax and NI and pension contributions. However this reduced financial cost of tax and NI and pension contributions also extends the benefit for the employer, as employer contributions are also reduced.
- 3.4 The range of things that can be introduced as a salary sacrifice include the purchase of a Salary Sacrifice Car Lease Scheme. This allows staff to choose to use some of their salary before it's taxed in exchange for the use of a brand new car.
- 3.5 There is an added benefit to the Councils ambition to reduce its carbon footprint, as the new cars offered in these schemes are the greenest on the market with lower CO2 emissions.
- 3.6 The scheme, like Cycle to Work and Childcare Voucher schemes, enable staff to offset some of their salary, in return for a brand new full maintained and insured car. There is no deposit required or ongoing running costs including road tax, insurance, MOTs, breakdown assistance and repair bills.
- 3.7 Following research, the preferred Salary Sacrifice Car Lease Scheme provider for the Council has been identified as NHS Fleet Solutions.
- 3.8 NHS Fleet Solution is an NHS body itself and specializes in providing Car Lease vehicles to the Public Sector. It enable vehicles to be insured for up to 5 people over the age of 21 years at no additional premium, it obtains its vehicles from over 20 car lease providers, providing a great deal of choice to staff in the vehicles available to them. They also have large bulk buying power, enabling them to offer substantially reduced lease deals on special offer deals to staff, that are extremely financially competitive. It further offers fixed rate saving to the Council, of £700 per vehicle per year regardless of vehicle cost. It further builds in the cost of providing fast charge sockets into lease monthly fee for electric only vehicles takes pressure off staff to find additional money for this, at approximately £6 per month in the first lease deal.
- 3.9 NHS Feet Solutions is available to call off from a Government Procurement Framework, which makes procurement of such a scheme relatively straightforward by enabling us to make a direct award without the need for full tender arrangements, or to run a mini tender exercise.
- 3.10 The scheme operates at no cost to the Council, other than an initial outlay to purchase the lease, which is then repaid to the Council directly by the employee through direct salary deductions.
- 3.11 For information, two local neighboring Councils use NHS Fleet Solutions Salary Sacrifice Car Lease Scheme, Blackpool and South Ribble (SR from April 2020).
- 3.12 It is not possible to provide detailed costings of any individual car lease that is possible with this scheme in this report. There are a number of variable factors

that affect this, including what is available on market. However, from research, officers are satisfied that this scheme does offer value for money for staff and is competitively priced, and would be genuine benefit to attract and retain staff to the Council's workforce.

4.0 IMPLICATIONS SUMMARY

- 4.1 In a salary sacrifice car scheme, an employee forgoes a portion of their gross salary in exchange for savings on tax and national insurance (NI) and pension contributions. The employee will save tax and NI on the sum that has been sacrificed, and the value of the car benefit is subject to benefit-in-kind (BIK) tax. (noted on a P11D). This will require a variation to their terms and conditions to convert some of their salary to a benefit in kind. This will be achieved through the sign up documentation required by the Car Lease Scheme.
- 4.2 A salary sacrifice scheme also produces savings for employers, on NI contributions and pension contributions. Although the employer still has to pay NI contributions on the provision of the car, this will normally be much less than the employer NI contributions that would have been due on the portion of salary sacrificed. NHS Fleet Solutions agree to pay a standard rate of £700 per car per year for each lease agreement. This beneficial for budget planning.
- 4.3 There is a duty of care for the employer to let staff make informed decisions. However it is not for us as an employer to give personal and tax advice, but we will be required to inform employees that they are giving up salary and are getting a benefit for it, but this could impact other things, such as tax credits and their pension entitlement, dependant on how long it is to their proposed retirement date. Full implications and costs and savings will be made available to staff to ensure they can make an informed choice.
- 4.4 If an employee leaves prior to the end of a lease contract, or if they lose their driving license, there needs to be an agreed exit mechanism for paying any early termination of lease exit fees. There is a debt management process built into the scheme contract, but, ultimately as the lease contract is with the Council and not the individual employee, any debt left outstanding and unrecoverable from the employee would need to be underwritten by the Council.
- 4.5 There will also be a requirement for the employee to meet any speeding or parking fines as they would in normal day to day motoring in their own vehicle and there will be requirements to pay for undue damage to the cars or excess mileage charges. But these will be clear in any contract at the outset.
- 4.6 The requirements of the salary sacrifice scheme do not allow someone to enter into an agreement for a car lease if it means that as a result their remaining salary is below the national minimum wage. This does mean that some of our lower paid staff and apprentices, would not be able to engage in the scheme. It's also likely that staff on probation or on less than 2 year contracts would also be excluded, as they may not be in post for the duration of the lease agreement.
- 4.7 It is proposed to set aside a percentage of savings made by this scheme each year to be available as an early termination contingency fund, to ensure that this remained a cost neutral scheme to the Council.

- 4.8 It should also be noted that the Council would be liable to continue to pay lease fees for any employee who took unpaid maternity leave during the life of a car lease scheme, or was absent due to long term sickness and went into a no pay status. This is due to anti discriminatory equality legislative requirements. However, these occurrence are not very frequent within the Council and it is not envisaged that this would be a problem for the Council as it will have established the early termination contingency fund noted above.
- 4.9 Overall, a salary sacrifice car lease scheme is straightforward to introduce and offers a low-cost option to reward staff. It is a win-win for both Council and our staff.
- 4.10 The HM Treasury's has introduced a significant incentive for drivers to consider greener salary sacrifice vehicles (and car leasing via salary sacrifice more generally). In 2020 a full electric vehicle, and any petrol hybrids with a range of 130 miles or more on electric charge, will not be liable for any **Benefit-in-Kind**; as opposed to **16%** BIK on the vehicles list price in 2019/20. Furthermore for two years subsequently, BIK will only be 1% in 2021/22 and 2% in 2022/23 of the vehicle's P11D value.
- 4.11 The above incentive promotes the purchase of low CO2 emission vehicles and would be promoted within the scheme as both a financial incentive to staff to direct their purchasing power towards low CO2 emission vehicles. However, the scheme would not be limited to Ultra Low Emission vehicles in its portfolio. But clearly the higher the CO2 emission, the less financial attractive the lease deals will be for staff.

5.0 SUSTAINABILITY IMPLICATIONS

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

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 There are some financial implications arising from this report in respect of the initial set up of the scheme. As this is done via a salary sacrifice deduction from gross salary, arrangements will have to make with our payroll provider BTLS Ltd to undertake these deductions. This will require a system change, which will need to be established to enable this to occur. There are cost implications to any changes to the payroll support we receive in the contract. It is not clear at this stage how much this will be, as it will involve an RFP submission and a cost price to be provided by BTLS Ltd. However, it is envisaged any cost can be met from within existing budgets set aside for the provision of the Payroll contract.
- 6.2 As the initial purchase of the lease is paid for by the Council, this will generate a cash flow need to enable a 12 month lease to be purchased up front from NHS Fleet Solutions, which will then be paid immediately back by the employee via direct salary deduction. The Council has an administrative option to pay this 12 months up front as a one of payment, or to pay monthly in line with the payments recovered from the employee via direct salary deductions. To ease the administrative burden it is proposed that an annual invoice is paid to NHS Fleet Solutions, which is repaid over the 12 months by the employee.

6.3 There will be some administrative resource implications with the setup of the scheme, but once established, the majority of the administrative burden is borne by NHS Fleet Solutions and not the Council staff. Any residual checking and administration can be absorbed within existing resources.

7.0 RISK ASSESSMENT

7.1 The actions referred to in this report are covered by the scheme of delegation to officers in relation to debt recovery and any necessary changes will be made in the relevant risk registers once the scheme is adopted.

8.0 HEALTH AND WELLBEING IMPLICATIONS

8.1 The proposal will promote good health and wellbeing and enable people to flourish by providing them with a mechanism to obtain a brand new car which is fully insured and without maintenance costs, to improve their financial and family life. The incentive to purchase ultra-low emission vehicles as part of the scheme will also improve the environment in which we all live. This in turn reduces stress on employees makes them feel more valued and improves health by improving air quality. Account has also been taken in the establishment of scheme to ensure no vulnerable group would be unfairly disadvantaged. This brings the possibility of affordable trouble free motoring to our staff to encourage them to lead full active lives.

Background Documents

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

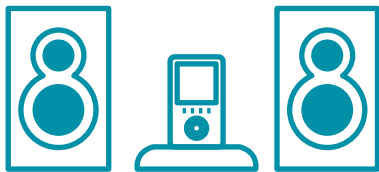
Equality Impact Assessment

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

Appendices

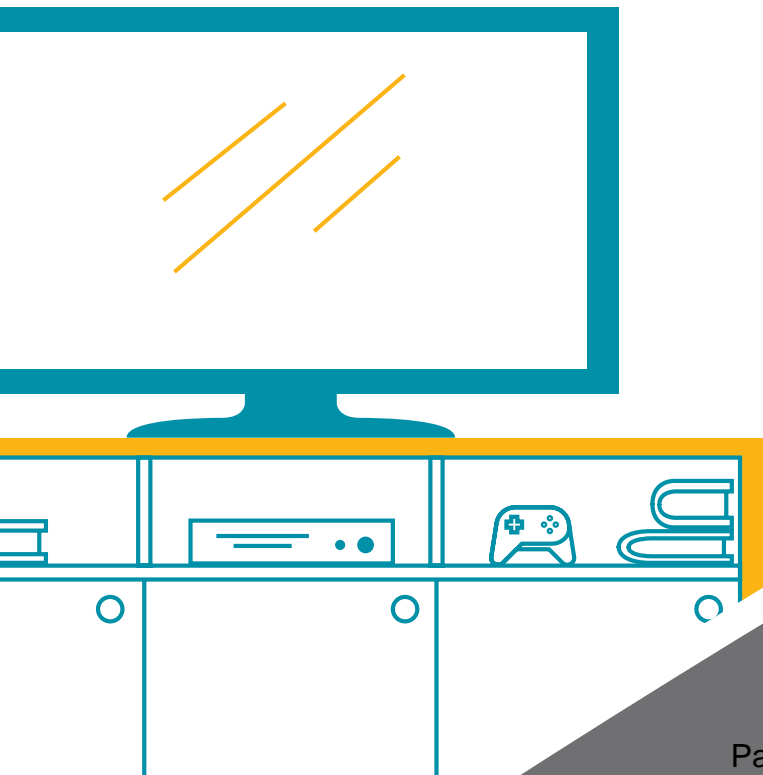
1. Fleet Solutions
2. Equality Impact Assessment

Income
generation +
staff retention



**Salary sacrifice
schemes exclusively
for public sector
colleagues**

- Car Leasing
- Home Electronics



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SOLUTIONS

salary sacrifice schemes for
public sector colleagues

**one trusted name,
two great schemes**

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my new car!

driving public sector colleagues

Your choice of car: significant potential savings,
taxed, insured, serviced with breakdown cover

fleet[®]

home electronics

you've got the *power*

Your choice of the latest home appliances and
entertainment systems from Currys | PC World

ABOUT US

Fleet Solutions is an integral part of Northumbria Healthcare NHS Foundation Trust and credited as being the operators of the UK's very first salary sacrifice car scheme over 13 years ago.

Since then we have ordered over 60,000 vehicles through the scheme and have currently some 21,000 on the road. We order some 700 cars a month and serve around 200 public sector organisations.

Our salary sacrifice leasing schemes are exclusively available only to public sector colleagues in: NHS · Councils · Universities · Academy Schools · Police

Therefore you are not just our customer, *you are our colleague.*

We offer two schemes to public sector organisations:

Fleet: 'my new car!'

The UK's most popular public sector salary sacrifice scheme, offering your staff a brand new car of their choice on a 2 or 3 year lease period. Not only does the scheme, which is HMRC approved, offer potential substantial savings for your employees but the vehicles are also taxed, insured, serviced with breakdown cover included.

Fleet: home electronics

This scheme in association with Currys | PC World offers employees access to over 5000 home electronic products including domestic appliances, laptops, tablets, televisions and the latest smart technology products.

Benefiting you, your employees... and the public sector

Your organisation will enjoy benefits from these schemes, including significant income generation and also a boost to staff recruitment and retention.

Not only does the scheme offer the best benefits package for public sector organisations and its employees, but the public sector itself benefits too. This is because surplus income from our two salary sacrifice schemes **remains** in the public sector, unlike all other private companies who operate similar schemes. Our surplus goes toward benefiting front line NHS services.

EXTRA benefit with both schemes

While your organisation may decide to select either the car or home electronics scheme, there is a significant extra incentive to taking both! Please ask us for details.

WHAT WE DO



We supply a fully inclusive car leasing benefits package for employees of public sector organisations. With the hassle of haggling prices in a car showroom completely removed we combine choosing any make or model of car with highly competitive leasing rates.

We do this by procuring all of our vehicles through the Crown Commercial Services' (CCS) framework and by doing so we access aggressive discounts from all the major automotive manufacturers.

The rest of our value proposition comes from including fully comprehensive vehicle insurance, maintenance and servicing, road tax, tyre and windscreen replacement and breakdown cover all within the leasing rate. We even cover the cost of the vehicle's MOT towards the end of a typical three year lease.

The service we provide to support the above is delivered within Fleet Solutions offices, by NHS employees, with support for your staff via telephone, email and on our website. Employers are assigned a field-based account manager who is experienced in providing best practice ideas from other fellow public sector organisations, while delivering excellent customer service and providing ongoing guidance and support.

Your employees are not required to be credit checked or find a deposit for their new vehicle - creating a key differential to the private car retail sector. From a duty of care perspective during any business use undertaken for your organisation and as a staff retention and recruitment tool the car lease scheme from Fleet Solutions helps you to protect and reward your workforce.

An increasingly high proportion of Fleet Solutions vehicle orders are Special Offers. These deals are pre-negotiated in bulk with the leading car manufacturers and leasing companies and aim to suit a range of needs and budgets. We advertise highly competitive promotional leasing rates for various makes and models concurrently on our website.

The advantage to an employee of leasing one of these exclusive offers is even greater competitiveness and typically a reduction in supply lead-times.

We leverage our long-standing relationships with car manufacturers to carefully scope and select the most desirable propositions. Importantly a special offer deal in no way reduces savings for you as employer, in fact it helps to increase the volume of applications and therefore increases your income from operating the scheme.

car leasing benefits

A summary of the many benefits which our car lease scheme can offer your organisation:

- Income generation through employer savings**
(further details upon request) ✓
- Administrative support with Benefit-in-Kind reporting, debt management and electronic order approvals** ✓
- HMRC approval submitted on your behalf** ✓
- Protection against early lease termination fees in most circumstances** ✓
- Dedicated account management support** ✓
- Opportunity to offer secondary cars if required** ✓
- Monthly invoicing available** ✓
- Ability to add young drivers to the insurance policy** ✓
- Reduce duty of care risk for business travellers** ✓
- Secure handling of personal data for online vehicle ordering** ✓
- Line manager order approval (if required) as well as employer approval in all circumstances** ✓
- Improved staff retention/recruitment from providing an enticing benefit option** ✓
- Supports your employee financial wellbeing agenda – no credit checks and no deposits required** ✓
- Can support a carbon reduction agenda through restrictions in vehicle CO₂ output and/or bias promotion of low-emission vehicles** ✓
- Marketing materials produced on your behalf** ✓

THE TEAM

Our team of staff at Fleet Solutions provide everything from experienced leadership, from long-time serving NHS employees and colleagues in various operational functions, dedicated to supporting our salary sacrifice schemes.

These colleagues support everything from maintenance of the vehicle quotation engine, through to ordering, booking free delivery and providing support throughout the duration of the vehicle lease.

Administration for employers is reduced significantly as Fleet Solutions produce interim Benefit-in-Kind updates to HMRC ('P46 Car' submissions), chase any employee debts for three months and contact employees directly to discuss end of contract options; such as commencing a lease contract on a new car.

We provide dedicated account managers who travel to meet with you regularly at your site to ensure you have everything you need to operate and promote the scheme accordingly.

Best benefits package for public sector colleagues





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fleet[®]

home electronics

In association with Currys | PC World, Fleet Home Electronics offer public sector employees the opportunity to access over 5000 products, including the latest in laptops, tablets, televisions, smart technology and domestic appliances.

The scheme is intended to benefit all permanent members of staff and due to our association with Currys | PC World employees are able to replace old or broken home appliances without the need to rely on personal credit or pay-day loans.

Full customisation allows the implementation of local rules around maximum employee exposure, to meet your own duty of care agendas. Limits can be set based on RRP of the product(s) and can be implemented as a percentage of salary or a maximum spend level.

Salary sacrifice

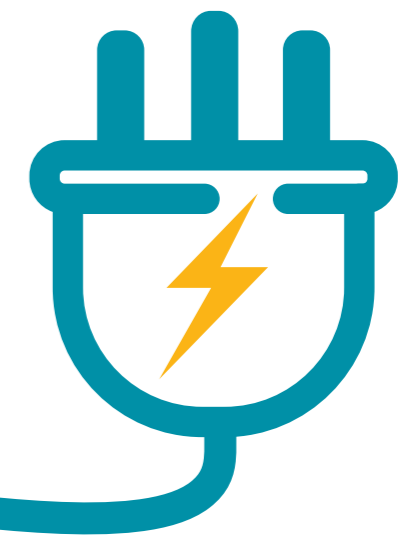
Salary sacrifice, or Optional Remuneration Arrangement (OpRA) as they are now known, is a cost effective means of employees accessing the latest technology.

By agreeing to deductions for the equipment to be taken from their gross salary, employees benefit from savings in National Insurance contributions and usually pension contributions. The employer also usually benefits from reduced pension contributions.

HMRC approved

In light of HMRC changes in April 2017 our scheme was revised and received HMRC approval in August 2017.

Some scheme providers were caught out by HMRC in terms of their end of life processes. If your organisation currently runs a technology scheme and has concerns about what the present OpRA rules mean for your scheme, please contact us.



home electronic benefits

Employer benefits

An exciting benefit that engages staff



Drives recruitment and retention



Income generation for your organisation



No upfront set-up or administration fees



Our scheme is HMRC approved



Fully digital order authorisation



A public delivered scheme



Employee benefits

Spread the cost AND save money!



Choice of agreement terms



No credit checks or deposits, ever!



Over 5,000 available products



The latest technology, made affordable



Simple and fast online order process



Scheme support from a dedicated team



you've got the *power*

THE BENEFITS

Income generation

In addition to being a fantastic staff benefit, the scheme provides an income stream to the employer of between 9% and 18% of the cost of the product(s), subject to the tax and pension status of the employee.

The level of income an organisation can generate is dependent on scheme volume and value, however an organisation employing 5,000 staff could expect to generate up to £100,000 per annum in savings.

As mentioned earlier, unlike most of our competitors we are not privately owned and have no shareholders, therefore any surplus generated from the scheme is reinvested into public services.

Recruitment and retention

As the scheme is extremely popular it serves as a great tool to recruit and retain staff in your organisation. This helps your organisation to make further indirect savings from the reduction in advertising and training recruitment costs.

How the scheme works

The employee registers an account on our website and places their order online; we send the order to you for authorisation. Simple checks need to be carried out and once approved the employee is sent a collection card within 24 hours to pick up the goods at their nearest Currys | PC World store or online - it is a very simple process!

We use a collection card as the method that customers obtain their goods, meaning no waiting around for products to be delivered from unknown suppliers. As the card can be used online or in store, the employee can either pop into store to collect their goods or can choose a home delivery date that suits them.

Marketing and support

Our in-house team will provide support to your employees throughout the process and our field based account management team are committed to helping your scheme achieve its maximum potential through marketing and staff engagement.

THE NEXT STEPS

If you would like further information on one or both of our salary sacrifice schemes and how to implement your own bespoke scheme in your organisation, please either use the contact information on this page or directly contact Jason Coleman by email: jason.coleman@nhct.nhs.uk or by calling; 07976 938 497.

CONTACT

Employers website

www.fleetsalariesacrifice.com

Fleet 'My new Car!'

Email: enquiry@nhsfleetsolutions.co.uk

Tel: 0344 811 8228

Employee website: www.nhsfleetsolutions.co.uk

Fleet Home Electronics

Email: jason.coleman@nhct.nhs.uk

Tel: 07976 938 497

Employee website: www.homeelectronicsolutions.co.uk

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SOLUTIONS

is an integral part of

NHS

Northumbria Healthcare
NHS Foundation Trust

Equality Impact Assessment Form



Corporate Services: Transformation and Resources	Service: Human Resources and Organisational Development
Completed by: S Lewis	Date: 11 February 2020
Subject Title: Introduction of Car Lease Salary Sacrifice Scheme	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
Details of the matter under consideration:	The introduction of a car lease salary sacrifice scheme has been proposed as an additional benefit in kind to offered to staff of The Council. It is intended to be an incentive For attracting staff and also retaining them.
<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 <i>*delete as appropriate</i>
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	All Staff who wish to take part are required to operate the rules of the scheme once established.
If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups:	

<i>You do not need to complete the rest of this form.</i>	
3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	The scheme has an impact on a wide variety of individuals who are employed by the Council. As such, the proposals have an impact on all protected characteristics. It has a particular impact on staff on maternity leave or who may be on long term sickness absences leading to staff being in a no pay situation. Consideration has been given to any advantage these staff may be subject to and these matters have been addressed in the body of the scheme to ensure no discrimination takes place.
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 Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity	Yes Yes Yes Yes Yes Yes Yes Yes Yes
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?	It is considered that this impacts on the whole workforce, with perhaps the maternity and disability characteristics being most affected.
What will the impact of the work being carried out be on usage/the stakeholders?	The development of the scheme is a fundamental changed and a new benefit offered to staff who are eligible. There will be no adverse effect on any particular protected characteristic as a consequence of this proposal.
What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?	The Council engages with the local Trade Unions on all aspects of amendments or Changes to HR policy or practice. The Policy will be shared with the Trade Union for noting only in view of the slight

	<p>Amendments made.</p> <p>In addition HR professional journals and professional advisory bodies are accessed to ensure that best practice examples and Models are used.</p> <p>Consideration has also been given to equality guidance from the EHRC in relation to dress codes, to ensure that the scheme is Non-discriminatory.</p>
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	<p>Census Data</p> <p>Profile information available on the Council's website</p> <p>Workforce Profile</p> <p>Equality Policies within the Council</p> <p>Trade Union Consultation will be carried out.</p>
If any further data/consultation is needed and is to be gathered, please specify:	N/A
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	The decision to agree the scheme will impact positively on the stakeholders and not have any adverse impact on any particular Protected Characteristic.
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.).	See above in 5.
What actions do you plan to take to address any other issues above?	No further actions on equality impact need to be taken.
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	The scheme will be reviewed annually. At that stage, the EIA will also be reviewed to ensure there has been no change to the assessed impact on any protected Characteristic group.



CABINET: 10 March 2020

Report of: Corporate Director of Place & Community

Relevant Portfolio Holder: Councillor K. Wright

Contact for further information: Mrs L. Lea (Extn. 5196)

(E-mail: laura.lea@westlancs.gov.uk)

SUBJECT: DISABLED FACILITIES GRANT FUNDING ALLOCATION TO PRESTON CARE & REPAIR HOME IMPROVEMENT AGENCY

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide members with an overview of the service provided by Preston Care & Repair to the residents of West Lancashire and to recommend using an amount of disabled facilities grant funding to enable the service to continue.

2.0 RECOMMENDATIONS

2.1 That the Head of Housing & Regulatory Services be given the delegated authority to amend the Housing Renewal Assistance Policy 2015 to allow DFG funds to be awarded to external organisations in order to meet the aims of the Regulatory Reform Order 2002 and the aims of the Better Care Fund .

2.2 That 10% of the 2018/19 and 2019/20 disabled facilities grant allocation underspend be used to commission Preston Care & Repair to provide services to West Lancashire customers.

2.3 That the Head of Housing & Regulatory Services be given the delegated authority thereafter, in consultation with the relevant Portfolio Holder, to determine the amount of DFG funding, if any, to be given to Preston Care & Repair on an annual basis.

3.0 BACKGROUND

3.1 Preston Care & Repair are an independent charitable organisation working across Preston, South Ribble, Chorley and West Lancashire, providing practical support as well as advice and information to enable older, disabled and vulnerable people to stay safe, secure, warm and independent in their own homes.

- 3.2 Preston Care & Repair are also one of 6 organisations across Lancashire who deliver an Integrated Home Improvement Service (IHIS) on behalf of Lancashire County Council (LCC). This service is specifically aimed at supporting independent living for people who have a long term condition that affects their mobility and or their ability to live safely and independently at home. The main focus is on preventing or delaying admission into residential care and reducing demand on social care services, preventing falls and accidents in the home to reduce A&E admissions and to enable safe and timely hospital discharge.
- 3.3 Services provided by Preston Care & Repair for the IHIS include:
- Healthy Home Assessments
 - Handyperson & Minor Adaptations Service
 - Aids for daily living
 - Information, advice & signposting
- 3.4 Separate to the IHIS services, Preston Care & Repair also provide the following services that are available to all:
- Major Adaptations & Repairs
 - Handyperson Service
 - Housing Options for Older People & Silverlinks
 - Home from Hospital Support
 - Dementia Support Service
 - Technical advice & information
 - Home repairs & adaptations,
 - Trusted Assessment
- 3.5 Works carried out by the Handyperson service are small jobs that are expected to take less than two hours and many are free of labour charges with the customer only paying for any materials that are required. Where there is a labour charge, this is set at £12.50 per hour plus VAT. A quote is provide for more general repair works.
- 3.6 There are no other providers of this type of service that cover West Lancashire. Age UK previously provided a handyperson service covering West Lancashire but this is no longer offered.

4.0 CURRENT POSITION

- 4.1 Preston Care & Repair receive funding from a variety of sources including Preston CC, Chorley CCG, Chorley Council and LCC (both for the IHIS service and through the minor adaptations contract). Income is also generated through work carried out on behalf of those who are able to pay.
- 4.2 LCC provide £262,000 per year in funding for the IHIS service with funding for minor adaptations being based on the number of jobs completed each year.
- 4.3 LCC have announced that they will stop providing an IHIS at the end of this financial year. As a result of this decision, Preston Care & Repair will lose £262,000 of funding. LCC are also planning to re-tender the minor adaptations

contract, however, it is anticipated that existing home improvement agencies will be in a strong position to be awarded the new contracts as they have the infrastructure in place to continue delivery.

- 4.4 Preston Care & Repair must seek new funding from 2020/21 in order to continue to provide their services to vulnerable residents.
- 4.5 The number of West Lancashire residents benefitting from the service has increased over the last three years and customer satisfaction is high with 100% of customers stating they would use the service again and 99% stating they would recommend the service to a friend. A full breakdown of the service statistics in relation to work carried out for West Lancashire residents can be found at Appendix 1.
- 4.6 The figures also show that there is a need for this type of service with over 66% of customers stating that they would not have had works carried out without their service citing issues as such as cost concerns and being worried about finding a trusted builder. Over 94% of customers stated that it makes them less worried knowing that the service is there. A full breakdown of customer satisfaction statistics from West Lancashire residents can be found at Appendix 2.

5.0 DISABLED FACILITIES GRANT FUNDING

- 5.1 The Government has been increasing DFG funding since 2016 and it is expected that the allocation for 2020/21 will be at a similar level to that for 2019/20. The following table shows the DFG allocation since 2016/17.

2016/17	2017/18	2018/19	2019/20
£989,185	£1,084,063	£1,178,940	£1,272,147

- 5.2 The Councils spend on DFGs has increased significantly since 2016/17, reaching over £1m in 2018/19 and it is expected that spend will be over £1m again this financial year. However, due to the success in securing funding and optimising the amount of grant funding recovered each year through registered provider contributions and grant repayments, there was an underspend of £867,000 that has been rolled over into 2019/20 and it is anticipated that there will be an underspend again this financial year.
- 5.3 The Government allocation must be spent on DFG related activities so there is no option to use these funds for other Council services or to use the funding for adaptations to Council owned properties.

6.0 OPTIONS

- 6.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) gave Councils the power to introduce policies for assisting individuals with repairs and adaptations to their homes. Assistance can be given directly to the individual or through a third party delivery provider.

- 6.2 The powers under the RRO can be used to justify providing funding to Preston Care & Repair to continue to make their services available to residents of West Lancashire.

7.0 SUSTAINABILITY IMPLICATIONS

- 7.1 Making funding available to Preston Care & Repair will have a positive impact on people's health and wellbeing by enabling services that are targeted at keeping the most vulnerable safe and secure in their own home to continue.

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 8.1 There are no adverse financial or resource implications in allocating DFG funds to Preston Care & Repair as the DFG budget is solely funded through the allocation provided by central Government.

9.0 RISK ASSESSMENT

- 9.1 Carrying out the recommendations in the report provides an opportunity for the Council to have a positive impact on the health and wellbeing of our most vulnerable residents.
- 9.2 The risk(s) allocating an amount of DFG funding to Preston Care & Repair are that they fail to secure additional funding elsewhere and the service is unable to continue meaning a potential loss of the funds provided to them and any future reduction in Government funding for DFG would threaten the Councils ability to continue to provide funds to the organisation.
- 9.3 These risks have been mitigated by providing the Head of Housing & Regulatory Services with the authority, in consultation with the relevant Portfolio Holder, to review the level of DFG funding (if any) to be provided to Preston Care & Repair on an annual basis. In addition, Preston Care & Repair have advised that they can continue to operate without any additional funding but the services offered would be significantly reduced.

10.0 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 The proposal will increase people's independence throughout their life course and ability to lead full active lives whilst remaining within their own home, in addition to reducing demand on social care services.

Background Documents

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

Equality Impact Assessment

There is a direct impact on members of the public, employees, elected members and / or stakeholders, therefore an Equality Impact Assessment is required. A formal equality

impact assessment is attached as an Appendix to this report, the results of which have been taken into account in the Recommendations contained within this report

Appendices

Appendix 1 – Preston Care & Repair Statistics

Appendix 2 – Preston Care & Repair Customer Satisfaction Statistics

Appendix 3 – Equality Impact Assessment

Appendix 1: Preston Care & Repair Statistics: West Lancashire

	2016/17	2017/18	2018/19	April – Sept 19
Enquiries	796	782	852	536
Core Work				
Core Case Visits	15	9	19	27
Core Works Completed	35	23	18	42
Advice & Information 121	11	17	11	36
Advice & Information Outreach	270	290	110	290
Referrals/Signposting	36	34	72	64
LCC Minor Adaptations				
Minor Adaptation referrals received	662	650	595	288
Minor Adaptations completed	553	588	536	243
Handyperson Service				
Handyperson Visits	87	62	93	125
Handyperson Works Completed	162	163	227	207
Of which:				
Fire Safety	5	2	7	0
General Repairs	21	93	69	65
Grab Rails	14	0	52	68
Major Security	10	0	21	21
Remove Trip/Fall Hazards – Externally	25	31	11	19
Remove Trip/Fall hazards – Internally	35	32	35	27
Simple Security	21	5	8	2
Stair Rail	0	0	3	2
Simple Warmth/Energy Efficiency Measures	1	0	21	3
Healthy Home Assessments (HHA)				
HHAs Completed	24	10	65	84
Of which:				
Enhanced Caseworker Visit	24	10	48	26
Standard Visit - Technician/Handyperson	N/A	N/A	17	58
Handyperson works completed	56	13	60	41

following a HHA:				
Fire Safety	N/A	N/A	2	0
General Repairs	N/A	N/A	14	5
Grab Rails	N/A	N/A	17	22
Major Security	N/A	N/A	6	1
Remove Trip/Falls Hazards – External	N/A	N/A	0	4
Remove Trip/Falls Hazards - Internal	N/A	N/A	12	9
Simple Security	N/A	N/A	4	0
Stair Rail	N/A	N/A	2	0
Simple Warmth/Energy Efficiency Measures	N/A	N/A	3	0
Signposts to other services/organisations following a HHA:	22	13	57	62
Of which:				
Energy Efficiency/Affordable Warmth Scheme	N/A	0	0	0
Falls Team	N/A	2	2	0
Fire Service	N/A	0	0	1
Housing Association	N/A	0	0	0
Internal (handyperson/technical/caseworker)	N/A	5	31	22
Local Authority	N/A	0	5	4
Occupational Therapist	N/A	3	8	6
Other	N/A	2	1	3
Trusted Contractor	N/A	0	2	3
Voluntary Sector	N/A	1	8	21
People Benefited from the service	679	799	1011	477

Appendix 2: Preston Care & Repair Client Feedback Summary: West Lancashire

	2016/17			2017/18			2018/19			Apr – Sept 19		
Would you use the service again?	YES	NO		YES	NO		YES	NO		YES	NO	
	100%	0%		100%	0%		100%	0%		100%	0%	
Would you recommend the service?	YES	NO		YES	NO		YES	NO		YES	NO	
	100%	0%		100%	0%		99.5%	0.5%		100%	0%	
Without the handyman service, would you have had the jobs completed?	YES	NO		YES	NO		YES	NO		YES	NO	
	34%	66%		3.3%	67%		31.5%	61.5%		28.6%	67.9%	
If no to the above what was the reason?	COST	FINDING A TRUSTED BUILDER	OTHER	COST	FINDING A TRUSTED BUILDER	OTHER	COST	FINDING A TRUSTED BUILDER	OTHER	COST	FINDING A TRUSTED BUILDER	OTHER
	38%	55%	6%	35%	62%	3%	22.2%	55.1%	6.6%	75%	52%	6%
Does knowing that the handyman service is there make a difference to you?	NO DIFFERENCE	MAKES ME LESS WORRIED		NO DIFFERENCE	MAKES ME LESS WORRIED		NO DIFFERENCE	MAKES ME LESS WORRIED		NO DIFFERENCE	MAKES ME LESS WORRIED	
	4%	95%		5%	95%		2.4%	88.5%		3.7%	94.3%	
I feel safe/more secure in my home	68%			61%			66.1%			57.7%		
I feel more independent in my own home	52%			53%			57.3%			63%		
I feel at less risk of having a fall/accident in my own home	44%			40%			50%			63%		
My health has improved	2%			9%			11.7%			10%		
My quality of life has improved	24%			27%			27%			32.4%		
I need fewer care or support services	9%			14%			12.7%			17%		

Equality Impact Assessment Form



Directorate: Housing and Inclusion	Service: Private Sector Housing
Completed by: Laura Lea	Date: 31 October 2019
Subject Title: Disabled facilities grant funding allocation to Preston Care & Repair Home Improvement Agency	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	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:	Use of the disabled facilities grant allocation to provide funds to Preston Care & Repair Home Improvement Agency
<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>
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	
If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	
3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Residents with vulnerabilities and or health conditions that require minor repairs or home safety measures
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)?	

Which of the protected characteristics are most relevant to the work being carried out?	
Age	Yes
Gender	No
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?	Residents with long term medical conditions and or disabilities
What will the impact of the work being carried out be on usage/the stakeholders?	Increase access to the services of Preston Care & Repair enabling vulnerable residents to stay safe and independent at home
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?	Customers who have used the service are extremely happy and state they feel safer and more secure knowing it is available to them
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?	Customer satisfaction data and statistics provided by Preston Care & Repair
If any further data/consultation is needed and is to be gathered, please specify:	N/A
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	Positive impact as it will enable the service to continue
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.).	N/A
What actions do you plan to take to address any other issues above?	N/A
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	Laura Lea January 2021



CABINET: 10 March 2020

Report of: Corporate Director of Place & Community

Relevant Portfolio Holder: Councillor J. Wilkie

Contact for further information: Jonathan Mitchell (Extn. 5244)
(jonathan.mitchell@westlancs.gov.uk)

SUBJECT: HOUSING STRATEGY

Wards Affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To review progress of the Council Housing Strategy 2014-2019, consider extending the existing Strategy operating period and approve the action plan for the extended period.

2.0 RECOMMENDATIONS

2.1 That the progress of the Housing Strategy for the period 2014-2019 as shown in Appendix B be noted.

2.2 That the operating term of the existing Housing Strategy be extended to June 2021.

2.3 That the Housing Strategy Action Plan 2020-2021 as shown in Appendix C be approved.

2.4 That the Director of Place and Community be authorised, after consultation with the relevant Portfolio Holder, to make any further minor amendments to the Housing Strategy Action Plan 2020-2021.

3.0 BACKGROUND

3.1 In March 2014 Cabinet approved a Housing Strategy for 2014–2019 and Action Plan.

- 3.2 There is no longer a statutory requirement for the Council to produce a Housing Strategy; however it is acknowledged that such documents can be key to providing strategic direction on housing related matters and help to support broader economic objectives. They can also be considered as a contextual document to support wider investment planning.
- 3.3 Government no longer provides guidance for local authorities about producing housing strategies. This was also clarified by the publication of the statutory guidance 'Creating Strong, Safe and Prosperous Communities' in 2008 which gives local authorities the discretion about how, when, and in what format they document their housing strategy.
- 3.4 A Housing Strategy brings together and builds on a number of local strategies which deal with aspects of housing and any other related activity that leads to the creation of an appropriate sustainable local housing offer. In doing so a Housing Strategy is intended to provide strategic direction on housing related matters and help to support broader economic objectives.
- 3.5 Housing strategies are intended to:
- Provide an overview of housing related issues in the area;
 - Identify any mismatch between housing supply and demand and identify issues such as matters related to housing conditions, affordability, needs of vulnerable groups etc;
 - Set out the key housing objectives for the authority and its partners;
 - Establish priorities for action and spending priorities;
 - Provide an action plan and policy direction to address the housing challenges and problems in the borough.
- 3.6 The Housing Strategy is intended to work in harmony with the Local Plan and other key local strategies.
- 3.7 The 2014 – 2019 Housing Strategy has six delivery objectives.
- Achieve the right supply of new homes including maximising affordable housing;
 - Regenerate and remodel areas of Skelmersdale;
 - Make the best use of all existing homes;
 - Encourage well managed and maintained homes across all tenures;
 - Encourage investment to meet specialist housing requirements;
 - Deliver the Council's Sustainable Energy Strategy 2012- 2020 Residential and Domestic Sector objectives.
- 3.8 Appendix A provides further information about the key delivery actions linked to the above objectives.
- 3.9 The Strategy can influence the creation of attractive places and good quality housing across all tenures. Importantly, having the right “housing offer”, a choice of homes in the right location, over a varied price or rent range can help attract investment and workers to the Borough. That in turn can

contribute to supporting the local economy along with helping to retain local people who would have perhaps relocated to more affordable homes in neighbouring boroughs.

- 3.10 Having a varied housing offer can lead to people having opportunities and choices over where they live. Creating high quality well-connected homes contributes to enhancing people's life chances, making positive impacts on health and wellbeing, connections to skills and employment and an improved environment.
- 3.11 In essence an appropriate balance of good quality housing which provides variety, choice and is accessible are fundamental to the well-being of the citizens of any local authority area. This can involve making the best use of the housing that is already there, as well as working effectively with the market to supply new homes.

4.0 CURRENT POSITION

- 4.1 The Housing Strategy 2014-2019 and action plan is coming to the end of its operating period, however the key aims and strategic housing delivery objectives of the current Housing Strategy remain relevant and supported by the Affordable and Specialist Housing Need Study published in 2018.
- 4.2 Undertaking the development of a new long term Housing Strategy of a five years or more duration is therefore considered not necessary at this time, however an interim approach is proposed in section 5 below.
- 4.3 In terms of delivery achievements, the Council has worked directly and with partners to deliver a number of positive Housing Strategy related outcomes all of which aim to improve the lives of our residents.
- 4.4 Appendix B provides detail of Housing strategy progress / achievements from the Housing Strategy 2014-19 period. Some achievements are:
- Secured £5.8 million of Homes England Grant investment in to the Borough as part of the development of affordable housing;
 - Enabled the development of 297 affordable homes with pipeline planning approvals expected to deliver 300 affordable homes in the future;
 - Delivered the Land Auction Pilot, one of three nationally, which delivered a capital receipt to the Council and will see the Whalleys site in Skelmersdale provide up to 630 new homes with 146 being affordable based upon the existing planning permissions;
 - Improved Council Housing in line with the Capital Investment Programme;
 - Achieved improvements to the Council housing stock by redeveloping two sites at Firbeck and Beechtrees in Skelmersdale which included the development of 78 affordable homes;

- Have assisted households to improve the energy efficiency of their homes through a range of schemes;
- Administered the Winter Warm Scheme;
- Assisted the Liberty Centre, as part of a Lancashire wide bid, to secure £200k one off funding from the Ministry for Housing Communities and Local Government which enhanced Domestic Abuse service provision in the Borough;
- Land identified and planning approval obtained, as part of the steps to achieve the development of a Foyer;
- Redeveloped the former Westec Council Offices site in Ormskirk, developing 27 residential dwellings, including 9 affordable;
- Established Tawd Valley Development Company;
- Developed a Financial Inclusion Strategy 2015-2018;
- Developed, using the Councils Affordable Housing Capital budget, in partnership with Regenda Housing Group 61 affordable homes.

5.0 HOUSING STRATEGY PROPOSAL

5.1 It is proposed that the operating term of the existing Housing Strategy is extended slightly to June 2021 and that a new action plan is prepared for the period covering 2020-2021. A new action plan for the extended period is attached in Appendix C for consideration

5.2 A Housing Strategy extension would mean that the six Housing Strategy delivery objectives as highlighted in paragraph 3.7 would remain in operation.

5.3 The recommended approach in paragraph 5.1 is made on the basis that:

- a) The current Housing Strategy aims and objectives remain relevant at this time;
- b) The Council will be commissioning research work, including a new Affordable and Specialist Housing Need Study to be published in autumn 2020, to help inform and act as the evidence base for the development of a new Local Plan;
- c) This same evidence base can then be used for the development of a new long term Housing Strategy for 2022 onwards.

5.4 In summary, the proposal seeks to:

- Extend the existing Housing Strategy to June 2021 with a new action plan covering the extended term;
- Develop a new Housing Strategy for June 2021 onwards once the Council is in receipt of the evidence base that will be commissioned as part of the development of the new local plan, referred to in para 5.3 (b) above. The indicative timetable for the development of a new Housing Strategy for June 2021 onwards is shown in Appendix D

6.0 BENEFITS OF THE PROPOSAL

6.1 An Affordable and Specialist Housing Need Study is necessary in the development of a long term Housing Strategy and so it seems prudent to extend the existing Housing Strategy operating term slightly to enable both the Local Plan and Housing Strategy to align and share the same evidence base. Previously, the development of the Housing Strategy and Local Plan has not been aligned. The benefit of extending the existing Housing Strategy operating term is that:

- It enables the alignment to the commissioning of research which can be used to help inform the development of a new Local Plan but will also feed into the evidence base for a new long term Housing Strategy and Action Plan for June 2021 onwards.
- provides an opportunity to align the respective research requirements for each document when it comes to produce a long term Housing Strategy;
- means that a new Local Plan and new Housing Strategy, will then share the same evidence base;
- it provides an opportunity for the development of the Housing Strategy and new Local Plan policies that are in harmony with each document, as opposed to being slightly out of kilter due to relying upon evidence commissioned at different times;
- enables the development of policies and objectives which are consistent across both documents and by doing so, will avoid misinterpretation / policy conflicts being perceived when the new Local Plan goes through the statutory Local Plan examination stages;
- means policy approaches will be aligned between the new long term Housing Strategy June 2021 onwards and new Local Plan, the consistency of approach of which will mean that no policy conflicts will exist and so there are no policy conflicts which could weaken the Council position at planning appeals.

6.2 If a new housing strategy were to be developed at this time, it would be based upon the existing evidence base which will soon become superseded, within the next 18 months, by the new evidence and research that will be undertaken as part of Local Plan formulation. That would create a situation where the Housing Strategy and Local Plan would each be based upon different evidence strands which could undermine Local Plan formulation.

7.0 SUSTAINABILITY IMPLICATIONS

7.1 The Housing Strategy 2014 – 2019 existing Vision is, *"The provision of good quality housing, in the right locations which also supports our economic and regeneration priorities, meets people's changing needs and is situated within pleasant, safe and sustainable communities"*

7.2 The Housing Strategy Vision and Delivery Objectives are in harmony with the Councils overall Corporate Priorities which aim to:

- Deliver tangible and visible improvements in the Borough;
- Engage and empower our local communities;

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

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

8.1 At this stage though no specific resource implications have been identified, key actions will need to be considered through future Service Action Plans.

9.0 RISK ASSESSMENT

9.1 Failure to develop a housing strategy which has clear evidenced based housing delivery objectives will mean that the Council will not be able to target resources effectively to address the housing requirements of the Borough.

10.0 HEALTH AND WELLBEING IMPLICATIONS

10.1 It is recognised that living in a safe environment in good quality housing can have positive benefits on good physical and mental health. Good health depends on having homes that are safe and free from physical hazards. In contrast, poor quality and inadequate housing contributes to health problems such as chronic diseases and injuries, and can have harmful effects on childhood development.

10.2 The Housing Strategy vision referred to in paragraph 7.1 sets out the Council's aspirations for the housing offer in West Lancashire. It is considered that by working to achieve that vision there will be positive benefits across all the health and wellbeing themes as shown below:

- Promote good health and wellbeing and enable people to flourish
- Prevent and tackle the causes of ill health;
- Empower people in vulnerable, deprived and disadvantaged communities to realise their full health potential;
- Develop and support effective and high quality health and wellbeing services;
- Encourage and enable all people to take a role in identifying and addressing barriers to improve health and wellbeing;
- Increase people's independence throughout their life course and ability to lead full active lives.)

Background Documents

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

Equality Impact Assessment

There is a direct impact on members of the public, employees, elected members and / or stakeholders. Therefore an Equality Impact Assessment is required. A formal Equality Impact Assessment is attached as an Appendix E to this report.

Appendices

Appendix A – Existing Housing Strategy Objectives/ Key Delivery Actions

Appendix B – Housing Strategy 2014-19 Progress

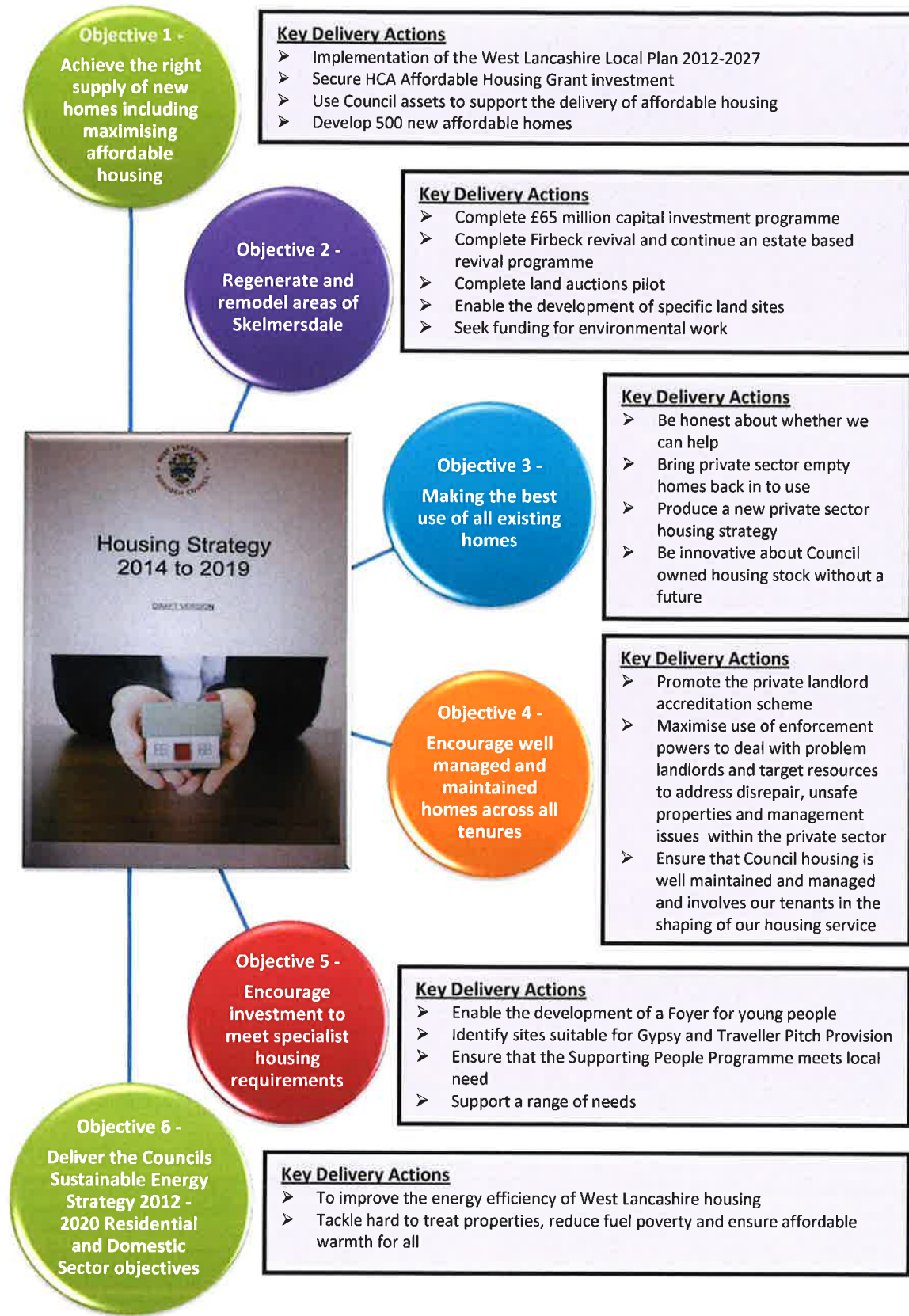
Appendix C – Housing Strategy Action Plan 2020-2021

Appendix D – New Housing Strategy Development Timetable (indicative dates)

Appendix E – EIA – Initial Assessment

West Lancashire's Housing Strategy 2014 – 2019

(Strategic housing objectives and key delivery actions)





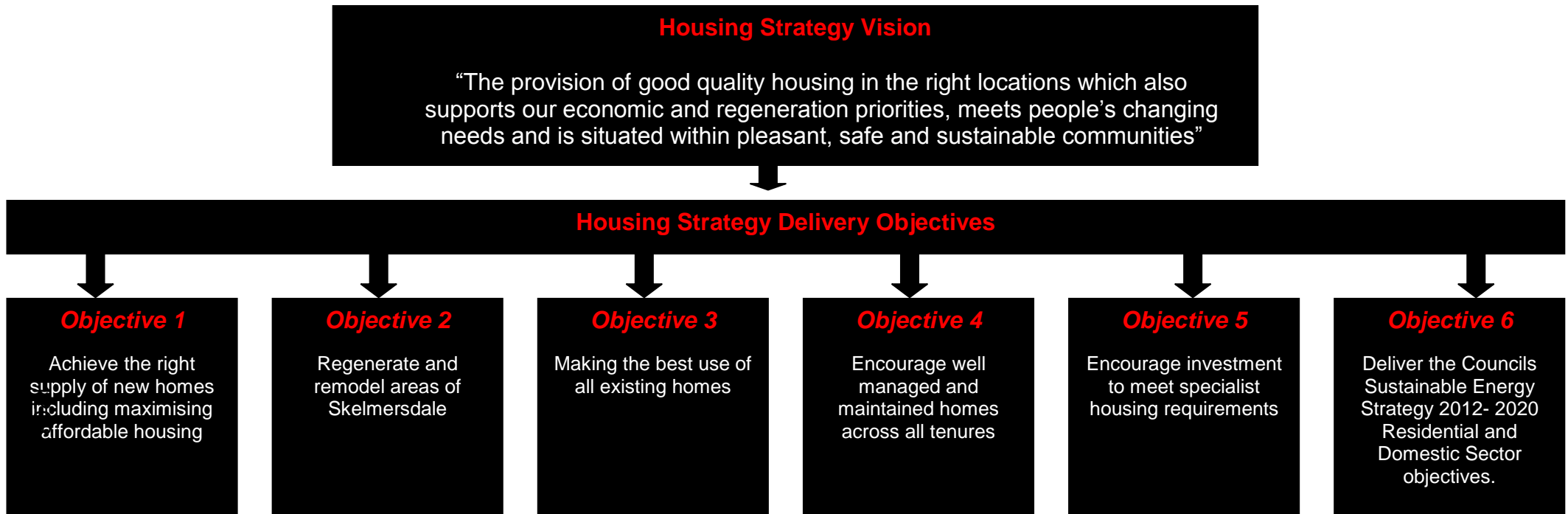
Appendix B

Housing Strategy 2014 – 2019

ACTION PLAN

With progress update comments

The diagram below shows our Housing Strategy Vision and our six delivery objectives. This Action Plan incorporates a number of delivery actions that will assist West Lancashire Borough Council to deliver its Housing Strategy Vision.



Monitoring

The Council produces a number of strategies and plans directed at achieving our vision and priorities. These plans and strategies contain numerous tasks and targets which, when completed successfully, are the building blocks of our success.

To keep track of our progress we use a performance monitoring framework. This helps us monitor progress and take any remedial action to make sure that what is supposed to be done gets done. Each of our service areas produce Service Action Plans which reflect the key delivery actions we are working on as contained in our strategies and plans. These are monitored regularly through our monitoring framework with performance updates being provided to relevant service managers and service heads. Performance and achievement is also reported to our Elected Members in line with our constitution so that progress is fully understood.

The Housing Strategy action plan will be monitored as part of the process outlined above.

All actions have an identified lead officer responsible for implementation and monitoring of the target

Listed below are the abbreviations for each lead officer and the name of the post holder at the time the strategy was originally published.

ADP	Assistant Director Planning (John Harrison)
ADHR	Assistant Director Housing and Regeneration (Bob Livermore)
SPIM	Strategic Planning and Implementation Manager (Peter Richards)
HPSHM	Homeless and Private Sector Housing Manager (Laura Lea)
HOM	Housing Operations Manager (Leigh McGarry)
E&VM	Estates and Valuation Manager (Rachel Kneale)
DADH&R	Deputy Asst. Director Housing & Regeneration (Ian Gill)
HSDPM	Housing Strategy & Development Programme Manager (Jonathan Mitchell)
PSM	Property Services Manager (Phil Holland)
SHM	Strategic Housing Manager (Steve Jones)
ASPIM	Assistant Strategic Planning & Implementation Manager (Gillian Whitfield)
HNAM	Housing Needs and Allocations Manager (Nicola Bradley)
AM	Asset Manager (William Berkeley)
RMASM	Rent and Money Advice Service Manager (Stephen Jackson)

Objective 1

ACHIEVE THE RIGHT SUPPLY OF NEW HOMES INCLUDING MAXIMISING AFFORDABLE HOUSING

Action 1	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Implementation of the West Lancashire Local Plan 2012-2027</i>	ADP	<ul style="list-style-type: none"> • Staff • RP Providers • Private developers • Housing Strategy • Local Economic Partnership 	<ul style="list-style-type: none"> • Overall economic conditions • Inward investment from HCA 	Development of 4860 net new dwellings during the plan period 20% of new dwellings overall to be affordable	<ul style="list-style-type: none"> • A sustainable housing offer suitable for the housing and economic needs of the local population • Provide New Homes Bonus for the Borough 	Planning Committee Cabinet and Council Reporting Service Action Plan Monitoring
<p>Update Comment</p> <ul style="list-style-type: none"> • The new dwelling target for the plan period is 4,860 with 2,180 being required for the 2012-2019 period. Actual completions for this period has been 1,912 (268 dwellings short of requirement). • There were 132 demolitions in the 2012-2019 period. • Currently on target for 20% of new dwellings to be affordable as per the target. 						

Action 2	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Contribute to development of Master Plan / Development Briefs for Strategic Housing Sites</i> <i>e.g. Yew Tree Farm, Grove Farm, Firswood Road</i>	HSDPM	<ul style="list-style-type: none"> • Planning 	<ul style="list-style-type: none"> • Existing officer time 	In line with planning timetable	<ul style="list-style-type: none"> • Help provide direction in relation to affordable housing requirements and the provision of older persons accommodation 	Service Action Plan Monitoring
<p>Update Comment</p> <ul style="list-style-type: none"> • Contributions are made by HSDPM when required. 						

Action 3	Lead responsibility	Partners	Resources/	Action 2	Lead responsibility	Partners
Secure HCA Affordable Housing Grant Investment.	HSDPM	<ul style="list-style-type: none"> • HCA • RP Providers • Planning • Land agents • Private developers 	<ul style="list-style-type: none"> • Affordable Housing Fund • National Affordable Housing Programme • Council land and building assets as appropriate 	Achieve HCA inward grant investment over the life of the Housing Strategy to assist in the development of affordable housing	<ul style="list-style-type: none"> • Increase the supply of affordable housing to help households in affordable housing need. • Provide New Homes Bonus at higher rate 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • Achieved £963,000 inward grant investment in 2014/15 • Achieved £1.4 million inward grant investment in 2015/16 • Achieved £184,000 inward grant investment in 2016/17 • Achieved £1.6 million inward grant investment in 2017/18 • Achieved £1.7 million inward grant investment in 2018/19 <p>Total inward affordable housing grant investment in to the Borough for the Housing Strategy period 2014-19 is <u>£5.8 million</u></p>						

Action 4	Lead responsibility	Partners	Resources/ Conditional Upon	Target	Anticipated outcomes/ Impacts	Monitoring arrangements
<p><i>Aim to develop and/or have planning approvals for 500 new affordable homes during 2014-2019.</i></p> <p><i>Not a planning related target</i></p>	HSDPM	<ul style="list-style-type: none"> • HCA • RP Providers • Planning • Private developers • Legal 	<ul style="list-style-type: none"> • Affordable Housing Fund • National Affordable Housing Programme • Council land assets as appropriate • Section 106 affordable housing contributions 	Develop 500 affordable homes and /or have pipeline planning approvals in place during the life of the housing strategy.	<ul style="list-style-type: none"> • Increase the supply of affordable housing to help households in affordable housing need. • Provide New Homes Bonus at the higher rate 	Service Action Plan Monitoring

Update Comment

Page 1212

- *During the periods shown below, a total of 297 affordable homes have been completed*
 - 16 affordable units developed in 2014/15
 - 92 affordable units developed in 2015/16
 - 95 affordable units developed in 2016/17
 - 71 affordable units developed in 2017/18
 - 23 affordable units developed in 2018/19
- Based upon pipeline approvals to date, over 300 affordable homes will be provided if those pipeline planning approvals are developed as intended

Action 5	Lead responsibility	Partners	Resources/ Conditional Upon	Target	Anticipated outcomes/ Impacts	Monitoring arrangements
<i>Optimize affordable housing contribution provided through Section 106</i>	HSDPM	<ul style="list-style-type: none"> • Planning • RP Providers • Private developers • Legal 	<ul style="list-style-type: none"> • Economic viability of sites to support affordable housing contribution 	In line with Planning policy targets in respect of affordable housing contribution	<ul style="list-style-type: none"> • Obtain the maximum affordable housing contribution able to be supported by the economic viability of each site. 	Service Action Plan Monitoring
<u>Update Comment</u>						
<ul style="list-style-type: none"> • HSDPM contributes as required to S106 in respect of affordable housing provision working with Development Management colleagues to maximise affordable housing contributions taking account of economic viability on market housing sites. 						

Action 6	Lead responsibility	Partners	Resources/ Conditional Upon	Target	Anticipated outcomes/ Impacts	Monitoring arrangements
<i>Use Council land assets where appropriate to support the delivery of affordable housing</i>	Housing and E&VM and HSDPM	<ul style="list-style-type: none"> • Estates and Regeneration SAMP Team • RP Providers • Affordable Housing Cabinet Group • Legal 	<ul style="list-style-type: none"> • Whether the site/s should be made available for affordable housing when considered against other corporate priorities. 	No target set as each site will be considered upon its merits.	<ul style="list-style-type: none"> • Increase the supply of affordable housing to help households in affordable housing need. • Provide New Homes Bonus at higher rate 	Cabinet reporting throughout the life of the SAMP project
<u>Update Comment</u>						
<ul style="list-style-type: none"> • The Strategic Asset Management Plan (SAMP) identified a site in Burscough which was delivered as an affordable housing development, providing 12 units of family accommodation for affordable rent. • Land identified for the development of a Foyer for West Lancashire. Development activity ongoing see item 27 for more detail • Redeveloped the former Westec Council Offices site in Ormskirk and developed 27 residential dwellings, including 9 dwellings for affordable housing • Land identified for the recently established Tawd Valley Development Company which aims to develop market housing and affordable housing as part of its business plan 						

Action 7	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Identify land sites suitable for affordable housing development using our partnership with Regenda Housing Group.	HSDPM	<ul style="list-style-type: none"> • Planning • RP Provider • Private developers • Legal • Land Agents • HCA 	<ul style="list-style-type: none"> • Use of Affordable Housing Fund 	Identify and assess viability for potential pipeline schemes.	<ul style="list-style-type: none"> • Will provide details of land that can be used to develop affordable housing as required by our partnership arrangement. • Provide New Homes Bonus at higher rate 	Service Action Plan Monitoring

Update Comment

61 affordable housing units have been developed to date across the following the following sites:

- 4 units Heatons Bridge Rd in Scarisbrick
- 31 units Chapel Lane in Banks
- 12 units in Burscough
- 14 units in Hesketh Bank

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Action 8	Lead responsibility	Partners	Resources/	Targets	Anticipated outcomes/	Monitoring arrangements
Review current approaches for using S106 affordable housing obligations in order to meet local affordable housing need.	HSDPM	<ul style="list-style-type: none"> • Planning • Legal • Consultant Support 	<ul style="list-style-type: none"> • Existing officer time • Consultant budget 	Consideration of the affordable housing products that could be used via section 106 contribution	<ul style="list-style-type: none"> • May assist in introducing other affordable housing products and/ or approaches that will broaden our affordable housing offer. 	Service Action Plan Monitoring

Update Comment

- HSDPM contributed to S106 documentation to help develop a new S106 template as it relates to S106 affordable housing requirement, although a review of options on whether Section 106 affordable housing obligations could be used to meet other housing need did not take place. This item will be carried forward.

Action 9	Lead responsibility	Partners	Resources/	Targets	Anticipated outcomes/	Monitoring arrangements
Promote all new affordable housing schemes	HSDPM	<ul style="list-style-type: none"> • PR Unit • Parish Councils • Registered Providers • Voids and Allocations Team 	<ul style="list-style-type: none"> • Existing officer time 	On a scheme by scheme basis	<ul style="list-style-type: none"> • Promote all new affordable housing schemes to the local community in good time so that applicants in affordable housing need are able register an interest and be considered for the new scheme in line with Council Allocation policy 	Service Action Plan Monitoring
<u>Update Comment</u>						
<ul style="list-style-type: none"> • S106 sites with affordable housing and 100% affordable housing schemes are promoted using a range of approaches so that the affordable housing opportunity is known to West Lancashire residents 						

Action 10	Lead responsibility	Partners	Resources/	Targets	Anticipated outcomes/	Monitoring arrangements
Explore developing a LA new build programme	ADHR HSDPM	<ul style="list-style-type: none"> • Finance • Business Plan • Legal 	<ul style="list-style-type: none"> • Government Borrowing Headroom limits 		<ul style="list-style-type: none"> • Will provide identification and due consideration of the issues that will need to be considered in trying to develop a LA New Build programme including factors relating to physical build of dwellings and funding availability such as HCA grant, right to buy receipts and borrowing headroom. 	Service Action Plan Monitoring
<u>Update Comment</u>						
<ul style="list-style-type: none"> • A report was not formally prepared, as resources focused on delivering the Housing Revenue Accounts £65 million investment programme and also the delivery of new build affordable housing as part of the Firbeck revival project, where the Council applied for and obtained authority to take out additional borrowing taking it to the maximum limits during the first 5 years of the Business Plan. It was considered at that time that the delivery of new affordable housing at Firbeck would enable the Council to learn from the new build development process and that could help in developing a LA new build programme in the future subject to securing either additional funding or realigning investment to release resources for this priority. • Following the successful development of Firbeck, the Council developed 36 affordable housing at Beechtrees, which completed in 2019. • The housing function will use its newly adopted Council Housing Asset Management Strategy 2019-2024 (CHAMS) to shape its housing development and overall investment requirements for the CHAMS delivery period. 						

Action 11	Lead responsibility	Partners	Resources/	Targets	Anticipated outcomes/	Monitoring arrangements
<i>Develop Affordable Housing SPD / Developer Guide</i>	ASPIM	<ul style="list-style-type: none"> Housing Strategy 	<ul style="list-style-type: none"> Existing officer time 		<ul style="list-style-type: none"> A reference document that assists housing developers to understand the Councils affordable housing requirements and how they should be delivered. 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> An Affordable Housing SPD was prepared in 2014/15, intended for adoption on October 2015, but work on the SPD was postponed in August 2015 following a significant change to national policy on affordable housing at that time. Work on the SPD has not since recommenced owing to national policy remaining in a state of flux throughout 2015-2017 and abortive work over 2017-2019 on preparing a Local Plan Review (LPR) for West Lancashire. (The LPR was 'ceased' by a decision of Cabinet in September 2019.) A new Local Plan is to be prepared over 2020-2023 and, if necessary, a revised SPD will be written alongside this plan. 						

Action 12	Lead responsibility	Partners	Resources/	Targets	Anticipated outcomes/	Monitoring arrangements
<i>Review impact of CIL upon the provision of affordable housing in line with planning policy</i>	ASPIM HSDPM	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> CIL introduction Existing officer time 		<ul style="list-style-type: none"> Determine if the introduction of CIL and the scale of charges is having an adverse impact upon the level of affordable housing being provided. 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> The Council adopted CIL in Sept 2014. Initially a review was going to be undertaken after two years of CIL operation, however, a review was subsequently considered not necessary as the CIL charging schedule already takes account of economic viability and the overall impact of planning obligations on developments. 						

Objective 2

REGENERATE AND REMODEL AREAS OF SKELMERSDALE

Action 13	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p>Complete £65 Million Capital Investment Programme</p> <ul style="list-style-type: none"> The Capital Investment Programme is of five year duration. Please refer to the Housing Business Plan 2014-2019. 	PSM	<ul style="list-style-type: none"> Response & cyclical maintenance contractors. Partner Contractors 	<ul style="list-style-type: none"> Capital Programme 	Please refer to Housing Business Plan.	<ul style="list-style-type: none"> Improvements in Council Housing Stock 	DMT Business Plan Working Group Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> The Capital Investment Programme was delivered in line with the Business Plan, with any amendments or deviations being reported through established monitoring arrangements referred to above. 						
<p>Action 14</p>	<p>Lead responsibility</p>	<p>Partners</p>	<p>Resources/ Conditional Upon</p>	<p>Targets</p>	<p>Anticipated outcomes/ impacts</p>	<p>Monitoring arrangements</p>
<p>Commence clearance of area occupied by Findon / Firbeck flats</p>	PM	<ul style="list-style-type: none"> Demolition contractors Legal . 	<ul style="list-style-type: none"> Funding has been identified for demolitions and clearance works. Vacation of occupiers 	Flats to be cleared and site prepared for future redevelopment	<ul style="list-style-type: none"> Clear the site ready for redevelopment as part of Firbeck revival activity. 	Monitoring by Project team Cabinet Working Group
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> 100% of the site cleared ready for item 15 below to be progressed. 						

Action 15	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Consider delivery options to redevelop the sites that have been cleared as part of Firbeck revival programme.</i>	ADHR	<ul style="list-style-type: none"> • Housing Strategy • RP • HCA • Consultant to assist with options appraisal • Planning • Legal 	<ul style="list-style-type: none"> • Viability appraisal • Consideration of funding approaches / options • HCA • HRA borrowing headroom. 	2015/16 - Phase 1 site - Physical build commences	<ul style="list-style-type: none"> • Improve the street scene and broader housing offer in the area and make additional affordable housing available in the locality. 	<p>Monitoring by Project team</p> <p>Cabinet Working Group</p>
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • HSDPM assisted with HCA bid and development of viability appraisal to determine site development options. • KEEPMOAT secured as build delivery partner and 42 units of affordable housing were built as part of the revival programme which has significantly improved the area and the overall housing offer. 						

Action 16	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Complete Land Auctions Pilot – Whalleys	E&VM	<ul style="list-style-type: none"> • HCA • Partnership Officer • Planning • Private Developers • RP Providers • Legal • HCA Development Partner Panel • Other affordable housing providers 	<ul style="list-style-type: none"> • Project Budget Established • Market conditions / appetite for housing developers to acquire the sites 		<ul style="list-style-type: none"> • The provision of sites that are ready for developers to acquire that have outline planning permission secured. • As sites are acquired then the work will have enabled an: <ul style="list-style-type: none"> - increase in housing supply including affordable housing. - a diversification of the local housing offer - provide new homes bonus and capital receipt for the Council to be spent on Skelmersdale 	Monitoring by Project team and by Cabinet Reporting

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Update Comment

- The Land Auctions Pilot has proved successful and has created a housing market and housing developer interest in an area where there was not any previous housing developer interest. The pilot has:
 - Enabled a capital receipt to the Council
 - Resulted in three developers developing the site, with all three developers currently on site
 - Enabled the development of up to 630 homes with 146 being affordable based upon the existing planning permissions

Details of what is being provided by each developer, in terms of their market housing offer can be found via their web pages at:

- Keepmoat - <https://www.keepmoat.com/the-woodlands-skelmersdale>
- Kier Living - https://www.kierliving.co.uk/dalton_daltons-way-14302
- Laurus Homes - <https://www.laurushomes.co.uk/new-homes/lancashire/vision/>

Action 17	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Enable the development of Findon, Delph Clough and site of former Skelmersdale Sports Centre	DADH&R	<ul style="list-style-type: none"> Housing Strategy Private Developers Planning RP Providers Legal 	<ul style="list-style-type: none"> Existing officer time 	Engage with housing developers and consider how best to enable development of the sites	<ul style="list-style-type: none"> Outcome to support regeneration of Skelmersdale Town Centre Improvements to economic and social indicators Increase in housing supply including affordable housing 	Service Action Plan Monitoring

Update Comment

- All three sites have been sold to Gleeson Homes, who have gained planning permission for a total of 211 dwellings across the three sites.
- Findon and Delf Clough are on-site at the moment.
- Former Digmaor Sports Centre site delayed slightly.
- All 211 dwellings anticipated to be delivered within the next 5 years.

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Action 18	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Review and develop second revival scheme and where appropriate remodel or dispose of housing stock.	AM PSM ADHR	<ul style="list-style-type: none"> Estates and Valuation Team Tenants / Resident Groups Legal 	<ul style="list-style-type: none"> Existing officer time initially but may need consultant support. HRA funding 		<ul style="list-style-type: none"> Will identify where the second revival scheme / remodelling activity will be focused and scope initial activity required Ensure that any remodelling / disposal decisions in respect of Council housing stock is endorsed by Estates and Valuation Team. 	Service Action Plan Monitoring

Update Comment

- The second revival has been completed and resulted in the development of 36 affordable dwellings in Beechtrees, Skelmersdale

Objective 3
MAKING THE BEST USE OF ALL EXISTING HOMES

Action 19	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Be honest about whether we can help by ensuring the provision of regularly reviewed and updated information about Council Services.</i>	Service Heads	<ul style="list-style-type: none"> • Web Champions • All staff 	<ul style="list-style-type: none"> • Existing officer time 		<ul style="list-style-type: none"> • This action relates to the provision of accurate information and appropriate advice to our customers so it enables households to make informed choices about their housing options in relation to their query. 	Service Action Plan Monitoring Team Meetings

Update Comment

- Web pages and other information updated as required in order keep information up to date, informative and relevant.

Action 20	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Develop financial inclusion strategy</i>	RMASM	<ul style="list-style-type: none"> • PR Section • Tenants Groups 	<ul style="list-style-type: none"> • Existing officer time 		<ul style="list-style-type: none"> • The development a financial inclusion strategy which will be aimed at supporting Council tenants through Welfare Reform. 	Service Action Plan Monitoring

Update Comment

- The Councils Financial Inclusion Strategy 2015-2018 was adopted at Cabinet in January 2016.
- The results and outcomes of the Financial Inclusion Strategy were presented to Council on 5 December 2019.
- Discussions underway to determine how best to proceed with any further interventions.

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Action 21	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Bring private sector empty homes back in to use</i>	H&PSHM	<ul style="list-style-type: none"> • Legal • Partner Agencies • Building Control 	<ul style="list-style-type: none"> • Existing officer time 		<ul style="list-style-type: none"> • Brings empty housing back into use • May attract New Homes Bonus • Improve street scene 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • No funding available to offer incentives coupled with limited powers to deal with empty homes. This has meant that meeting this task has been difficult. Despite this the Council successfully, during the strategy period, obtained power to acquire and sell two empty properties so that they could be brought back in to use. • This approach will continue to be considered where appropriate to deal with problem empty properties. 						

Action 22	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Page 1222 <i>Produce a new Private Sector Housing Strategy</i>	H&PSHM	<ul style="list-style-type: none"> • Partner Agencies • Housing Strategy • Neighbouring local authorities • Legal 	<ul style="list-style-type: none"> • Existing officer time 		<ul style="list-style-type: none"> • Identification of private sector housing delivery objectives and the development of an action plan to address the private sector housing challenges and issues in the borough 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • The Private Sector Housing Strategy 2017 – 2020 was approved by Cabinet in March 2017. 						

Action 23	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Review all housing association nomination agreements</i>	HSDPM	<ul style="list-style-type: none"> • Voids and Allocations • Legal 	<ul style="list-style-type: none"> • Existing officer time 	Optimise take up of Local authority nominations in line with nomination rights.	<ul style="list-style-type: none"> • Will enable the nomination process to be understood by our RP colleagues within the context of West Lancs HomeFinder and any local connection criteria. In addition will assist in maximising the take up of L/A nominations 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • Review completed and agreements also updated to reflect General Date Protection Regulation (GDPR) requirements. 						

Objective 4

ENCOURAGE WELL MANAGED AND MAINTAINED HOMES ACROSS ALL TENURES

Action 24	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Promote the Private Landlord Accreditation Scheme	H&PSHM	<ul style="list-style-type: none"> Landlord Forum PR Benefits and Revenues 	<ul style="list-style-type: none"> Existing officer time 	To increase membership of private landlords participating in the scheme.	<ul style="list-style-type: none"> Attract more landlords to register with the scheme and encourage improved management and maintenance of private tenancies. 	Service Action Plan Monitoring
<u>Update Comment</u>						
<ul style="list-style-type: none"> Contract with the existing provider expired in February 2017 but due to low take up, the scheme has been discontinued. 						

Action 25	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
25. Maximise use of enforcement powers to deal with problem landlords and target resources to address disrepair, unsafe properties and management issues within the private rented sector	H&PSHM	<ul style="list-style-type: none"> Legal Building control PR 	<ul style="list-style-type: none"> Existing officer time 	In line with any local and / or statutory timescales.	<ul style="list-style-type: none"> Appropriate use of enforcement powers where required. 	Cabinet report / Member updates

<u>Update Comment</u>						
<ul style="list-style-type: none"> Enforcement powers are used when appropriate, many issues are resolved informally 						

Action 26	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Review Tenure Strategy and Policy</i>	SHM	<ul style="list-style-type: none"> • Voids and Allocations • Legal • Registered Providers • Neighbouring authorities 	<ul style="list-style-type: none"> • Existing officer time 		<ul style="list-style-type: none"> • The light touch review is intended to establish whether the policy and strategy is 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • The Council adopted a Tenure Strategy in January 2013 and this was followed by the adoption of a Tenure Policy in April 2013. To date a review of the Tenure Strategy has not been undertaken, although a review of the Tenure Policy is planned in existing Service Action Plans. It is suggested that a new date be allocated for a review of the Tenure Strategy in order to capture any emerging requirements following the drafting of regulations linked to the Housing and Planning Act. 						

Objective 5

ENCOURAGE INVESTMENT TO MEET SPECIALIST HOUSING REQUIREMENTS

Action 27	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p><i>Enable the development of a Foyer for young people</i></p>	<p>HSDPM</p>	<ul style="list-style-type: none"> • Birchwood Centre • Supporting People • Other contributors working with the Birchwood Centre. 	<ul style="list-style-type: none"> • The Birchwood Centre / their chosen partner developing a viable business plan and securing capital and revenue funding and overcoming any associated development challenges • Suitable development site 		<ul style="list-style-type: none"> • The development of a Foyer for vulnerable young people, to improve their well-being, provide training, development of independent living skills along with mediation and counselling where required and other support / coaching activity to develop the young people to achieve their full potential. 	<p>Service Action Plan Monitoring</p>

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Update Comment

- Council land identified for the project and planning permission obtained.
- HCA funding of £500k was secured but then ceased to be available due to build terms not being able to be agreed with the original delivery partner. This was because build costs had increased from the initial estimate and were unsustainable.
- A new Registered Provider delivery partner has been found and currently trying to agree partnership agreement terms between the Birchwood Centre and the Registered Provider. If agreed then lease terms between the Council, Birchwood Centre and Registered Provider will need to be agreed as well as a new Homes England funding application.
- Delivery timings are fluid at the moment although the project remains live.

Action 28	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Identify sites suitable for Gypsy and Traveler Pitch Provision	SPIM	<ul style="list-style-type: none"> • Planning • Gypsy Group • Legal 	<ul style="list-style-type: none"> • Existing officer time • Endorsement by Planning Inspectorate 	Allocate Gypsy and Traveller / Travelling Show people sites to meet assessed locally arising needs.	<ul style="list-style-type: none"> • Provision of sites to meet the needs of the travelling community in compliance with national policy. • Improve the ability of the Council to take swift and effective action in the light of unauthorised encampments. 	Through existing reporting structures to Members

Update Comment

- No suitable sites have been identified – this will be a matter for the new Local Plan to seek to address.

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Action 29	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p><i>Work with the Supporting People (SP) Team to support the needs of vulnerable clients groups including consideration of further Extra Care provision in the borough.</i></p>	<p>HSDPM</p>	<ul style="list-style-type: none"> • SP Team • Support Providers 	<ul style="list-style-type: none"> • Existing officer time • SP Budget • HCA 		<ul style="list-style-type: none"> • An on-going understanding of the housing related support needs of vulnerable client groups • A mechanism to contribute to shaping service delivery and remodelling services where appropriate within the context of improving services and SP funding availability. • A consideration of the emerging LCC Supporting People Extra Care Strategy as it relates to West Lancashire. 	<p>Service Action Plan Monitoring</p>

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Update Comment

- This has been challenging due to the savings required by County across all areas of their business.
- Have engaged with Lancashire County Council regularly to promote the need to maintain services for vulnerable client groups in West Lancashire
- Currently in the process of trying to assist the Birchwood Centre with locating accommodation to provide a small Complex Needs Service following LCC awarding them a contract to provide such a service in the Borough
- Have worked in partnership with Lancashire County Council, neighbouring Councils, other County refuge providers and West Lancashire Councils Community Safety colleagues, to secure additional funding from the Ministry for Housing Communities and Local Government for Women's Refuges across Lancashire. The partnership working helped secure for West Lancashires' Liberty Centre a total of £200,000. While this was not long term funding it did help to provide much needed service enhancements to benefit the Liberty Centres clients.

Action 30	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p><i>Work with Lancashire County Council (LCC), Health, Clinical Commissioning Groups (CCG) and Registered Provider (RPs) to develop housing solutions for a range of client groups such as those with learning disability, mental health difficulties, physical disability and other client groups where need is identified.</i></p>	HSDPM	<ul style="list-style-type: none"> • SP Team • HCA • CCG • Carers Groups • Health • LCC • Registered Providers 	<ul style="list-style-type: none"> • Existing officer time • HCA • RP partners • Partner Funds 		<ul style="list-style-type: none"> • Work with partners to identify broader housing requirements required for specific vulnerable client groups and determine if accommodation solutions can be developed. Where appropriate scope out work activity and build into housing strategy action plan during this strategy period. • Provide accommodation options in West Lancashire for vulnerable client groups. 	Service Action Plan Monitoring

Update Comment

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- Worked with LCC to try and develop, using land owned by them, a housing scheme in Skelmersdale for clients with mental health problems and also a housing scheme for clients with learning and physical disability in Ormskirk. In the case of Skelmersdale, the scheme could not proceed due to no Registered Providers expressing an interest to be a delivery partner. In the case of Ormskirk, a delivery partner was very keen to develop the site, but the scale of the development was too large and was not in harmony with LCC commissioning preferences. This put pressure on the economic viability of the scheme so it has not been able to proceed.
- Currently in the process of trying to assist the Birchwood Centre with locating accommodation in Skelmersdale to provide a small Complex Needs Service following LCC awarding them a contract to provide such a service in the Borough
- Meetings ongoing with LCC colleagues to try to shape and deliver housing and support solutions for a range of client groups in line with the Commissioning requirements.

Objective 6

DELIVER THE COUNCILS SUSTAINABLE ENERGY STRATEGY 2012-2020 “RESIDENTIAL AND DOMESTIC” SECTOR THEME

Action 31	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p><i>To improve the energy efficiency of West Lancashire Housing</i></p>	<p>WLBC / Private Sector Housing Service</p>	<ul style="list-style-type: none"> As described in the Sustainable Energy Strategy 2012-2020. 	<ul style="list-style-type: none"> As described in the Sustainable Energy Strategy 2012-2020 	<p>Targets across each action range from on-going, short term and medium term.</p>	<ul style="list-style-type: none"> There are 8 delivery actions attached to this element of the Sustainable Energy Strategy 2012-2020. 	<p>Service Action Plan Monitoring</p>
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> HECA report is published on website and updated annually PSH Team administered a loft and cavity wall insulation scheme (now closed) which was successful PSH Team have administered Winter Warm Scheme for owner occupiers for the last 3 years which has assisted in gas boiler servicing, repair and replacement WLBC is part of Lancs partnership promoting CHiL scheme utilising ECO funding for replacement heating systems The Council has continued to offer the Winter Warm Scheme with the focus now on repairing or replacing gas boilers and radiators. The scheme has been very successful and a number of properties have had gas central heating installed for the first time. The Council is still part of the Lancs partnership promoting the CHiL scheme which also continues to be successful. 						

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Action 32	Lead responsibility	Partners	Resources/ Conditional Upon	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<i>Tackle hard to treat properties, reduce fuel poverty and ensure affordable warmth for all.</i>	WLBC / Private Sector Housing Service	<ul style="list-style-type: none"> As described in the Sustainable Energy Strategy 2012-2020. 	<ul style="list-style-type: none"> As described in the Sustainable Energy Strategy 2012-2020 	Targets across each action range from on-going, short term and medium term.	<ul style="list-style-type: none"> There are 5 delivery actions attached to this element of the Sustainable Energy Strategy 2012-2020 	Service Action Plan Monitoring
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> No funding for retrofitting currently available WLBC promoted community switching scheme, low take up and low numbers of tenants actually saving 						

Below is an extract of the actions contained in the Councils Sustainable Energy Strategy 2012 – 2020
in particular the “RESIDENTIAL AND DOMESTIC” SECTOR THEME

OBJECTIVE 1: TO IMPROVE THE ENERGY EFFICIENCY OF WEST LANCASHIRE’S HOUSING

ACTION:	MECHANISM:
<i>Sign up to ‘Climate Local’.</i>	<ul style="list-style-type: none"> - Consider the requirements of signing the Climate Local commitment and seek Member approval. - Ensure actions fulfil the requirements identified. - Utilise the forum facility to share experiences and knowledge.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • Council Members considered the Climate Local Commitment and agreed to sign up in August 2013. • On-going progress on all energy efficiency and carbon reduction projects is reported to Climate Local. 	

ACTION:	MECHANISM:
<i>Increase the number of properties with the recommended level of loft and cavity wall insulation.</i>	<ul style="list-style-type: none"> - Investigate energy efficiency projects deliverable through ECO/ Green Deal/ Home Improvement Agency. - identify barriers preventing take up and investigate possible solutions.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • WLBC have worked in partnership with Community Keep Warm CIC to utilise ECO funding to empty and refill failed cavity wall insulation in 304 properties in 2015/16. • ECO funding is not as widely available as we enter into 2016/17 but all opportunities to continue such work will be investigated as ECO3 funding becomes available later in the year. 	

ACTION:	MECHANISM:
<i>Provide an easily accessible and helpful advice service for households across all tenures.</i>	<ul style="list-style-type: none"> - Environmental Strategy Officer to ensure up-to-date advice can be given to residents regarding energy efficiency options. - Maximise publicity by utilising media opportunities and community newsletters. - Target all homeowners, tenants, and landlords with information to encourage action, including behavioural change actions. - Promote and raise awareness of the energy hierarchy.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • An Energy Efficiency Officer has been in post since October 2013 tasked with establishing an Energy Advice Service for tenants and residents. • Further information on the Energy Advice Service and the help it provides can be found here: http://www.westlancs.gov.uk/bills-benefits/help-and-money-advice/free-home-energy-advice.aspx • To date the Energy Advice Service has provided energy saving or switching advice to 148 households. This includes savings for tenants from 20 successful applications to the Warm Home Discount scheme, 7 Charis grant applications and many energy bill refunds. • Energy saving advice and tips can also be found on the Council website. • Private residents have also been contacted by the Cosy Homes for Lancashire (CHiL) scheme offering free installation of energy efficiency measures to qualifying homeowners. Further information can be found here: http://www.chil.uk.com/ 	

ACTION:	MECHANISM:
<i>Continue to progress the energy efficiency work programme on Council-owned properties.</i>	<ul style="list-style-type: none"> - Installation of basic insulation measures where possible. - Complete window replacement programme. - Tenant and staff liaison and education. - Ensure sustainability issues are considered during the production of the Asset Management Strategy. Educate tenants to ensure significant weight is given to this issue in the decision-making process.
<p><u>Update Comment</u></p> <p>The Property Services work programme delivered the following projects:</p> <ul style="list-style-type: none"> • Installed domestic solar photovoltaic (PV) systems to provide tenants with free renewable electricity at 588 properties. • Fuel switched 133 properties from inefficient electric heating by extending gas networks and installing A-rated, energy efficient gas central heating systems. • Improved flat roof insulation at 60 properties • Replaced the cavity wall insulation in 304 properties using A rated Thermabead insulation. • On-going provision of the Energy Advice Service. • Heating upgrade works to 392 communally heated properties, including the installation of heat and hot water meters, improved temperature control functions and upgraded pipework where required. • Loft installation works carried out as part of a rolling re-roofing programme • Cavity wall insulation undertaken • Annual A-rated boiler and window replacement programmes continues • Fuel switching works • Installation of Air Source Heat Pump (ASHP) heating systems in over 150 properties • A communal biomass pellet boiler which supplies a sheltered housing scheme • A large-scale domestic solar photovoltaics (PV) project installing solar panels on 588 properties • Installation of a Combined Heat and Power (CHP) plant at a sheltered housing scheme • New build housing schemes built to high standard of efficiency. 	

ACTION:	MECHANISM:
<i>Secure maximum funding from all available sources for energy efficiency projects.</i>	<ul style="list-style-type: none"> - Maintain-up-to date knowledge of all funding streams available and submit bids to develop suitable, eligible energy saving projects. - Develop new and strengthen existing partnerships with funding providers.
<p><u>Update Comment</u></p> <p>In 2015/16 the following funding sources were utilised to help deliver the above works:</p> <ul style="list-style-type: none"> • ECO funding delivered all above insulation works at nil cost to the Council, to a value of £140,000. • DECCs Central Heating Fund provided match funding to install gas central heating in fuel switch properties, to a value of £294,000. • Feed-in tariff for renewable electricity generation made investment in the solar PV project financially viable. • DECC funding subsidised the installation of 250 heat and hot water meters • Funding opportunities coming available in 2016/17 will be closely monitored and utilised where possible. <p>In summary, external funding has been secured and utilised from many sources over the last few years including Carbon Emissions Reduction Target (CERT), Community Energy Saving Programme (CESP) Green Deal, and (Energy Company Obligations (ECO) over recent years, as well as generating new income streams for the future from Feed-in tariffs (FITs) and Renewable Heat Incentives (RHI). We are also currently investigating ECO3 contributions for further external wall insulation works in the near future.</p>	
ACTION:	MECHANISM:
<i>Work with landlords to improve energy standards in the private rented sector.</i>	<ul style="list-style-type: none"> - Increase the number of privately-rented properties that have basic energy efficiency measures installed. - Utilise the West Lancashire Landlord Accreditation Scheme to provide information and promote energy efficiency grants/ offers to landlords.
<p><u>Update Comment</u></p> <ul style="list-style-type: none"> • To be populated The Council continues to provide advice to private tenants and landlords about the availability of schemes enabling them to apply for energy efficiency improvements. 	

ACTION:	MECHANISM:
<i>Aid successful roll-out of the Green Deal.</i>	<ul style="list-style-type: none"> - Investigate partnership opportunities for the Council. - Consider the possibility of a joint scheme working in partnership with neighbouring authorities and local Registered Social Landlords. - Promote, instil confidence and encourage take up of the scheme. - Ensure the scheme is delivered to a high standard by Green Deal approved assessors and installers.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • WLBC successfully utilised the Green Deal Home Improvement Fund to deliver External Wall Insulation on 70 Council and privately owned homes in 2014/15. • Central Government are now reviewing the Green Deal as take up hasn't been as successful as anticipated. This will be closely monitored over the coming year and utilised if possible. 	

ACTION:	MECHANISM:
<i>Produce a HECA progress report on an annual basis.</i>	<ul style="list-style-type: none"> - Work with Lancashire authorities to establish a Lancashire-wide reporting template. - Produce a further report, fulfilling all requirements, highlighting progress across the Borough.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • WLBC produces an annual HECA report. The latest of which can be viewed here: http://www.westlancs.gov.uk/housing/private-housing/grants-and-schemes-for-homeowners/home-energy-conservation-report.aspx 	

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OBJECTIVE 2: TACKLE HARD-TO-TREAT PROPERTIES, REDUCE FUEL POVERTY, AND ENSURE AFFORDABLE WARMTH FOR ALL

ACTION:	MECHANISM:
<i>Identify opportunities to retrofit hard-to-treat homes in the private sector.</i>	<ul style="list-style-type: none"> - Identify all properties in need of solid wall insulation and their ownership. - Promote and encourage take up of free measures that can be delivered through grant funding. Include private homes in Council projects where possible. - Investigate and aid roll out of the Green Deal. - Investigate and develop projects to initiate community action from those living in privately-owned solid-walled properties or off the gas grid.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • WLBC has aided 36 privately owned properties to externally insulate their homes, through inclusion in Council regeneration projects. • Investigations are on-going with energy suppliers to utilise ECO3 funding to upgrade existing EWI across all stock. This will be progressed if funding contribution offers make this financially viable. • CHIL will continue to secure funding and offer measures as available to qualifying private households. • External Wall Insulation works 	

ACTION:	MECHANISM:
<i>Lead by example by continuing to tackle fuel poverty in Council housing.</i>	<ul style="list-style-type: none"> - Continue to focus on reducing energy consumption in hard-to-treat properties and those located off the gas grid.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • This has been and will remain a priority for WLBC. The above detailed measures/ actions all contribute to reducing fuel poverty across the Borough. • Fuel switching works to remove expensive electric heating systems from Council properties, especially those located off the gas grid. 	

ACTION:	MECHANISM:
<i>Explore opportunities for fuel switching.</i>	<ul style="list-style-type: none"> - Identify all areas without connection to the gas grid. Explore the distance to the nearest grid connection and the potential for fuel switching. - Investigate potential funding options and grant availability.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • On completion of the fuel switching project currently being undertaken, there will be few properties left on alternative fuels, where gas is available. These are mainly due to tenant refusal or access issues. 	

ACTION:	MECHANISM:
<i>Aid the implementation of a fuel poverty referral system.</i>	<ul style="list-style-type: none"> - Support the set-up of the Lancashire Warm Homes Healthy People (WHHP) project. - Enable easy referral of residents identified as fuel poor following home visits by frontline staff. - Improve communication with Public Health contacts.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • The Lancashire Energy Officers Group, together with the WHHP project has worked to improved referral links between partners across Lancashire. • WHHP – To be populated 	

ACTION:	MECHANISM:
<i>Consider projects specifically focused on the vulnerable groups of our communities.</i>	<ul style="list-style-type: none"> - Target the elderly and those with young children. - Identify funding streams to help deliver extra support to West Lancashire’s aging population, e.g. the Warm Homes, Healthy People fund. - Tailor energy efficiency advice and promotion of grants via health-related events, e.g. doctors’ campaigns. - Target properties with low SAP ratings.
<u>Update Comment</u>	
<ul style="list-style-type: none"> • As detailed above, the Property Services work programme has been focussed on areas of improvement to stock which will make our homes easier and more affordable to heat. This includes benefits to a whole range of tenant groups. • Since adoption of the Sustainable Energy Strategy, installed energy efficiency measures have improved the average SAP rating of Council properties from 67.9 to 69.3 	

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General Update Comments

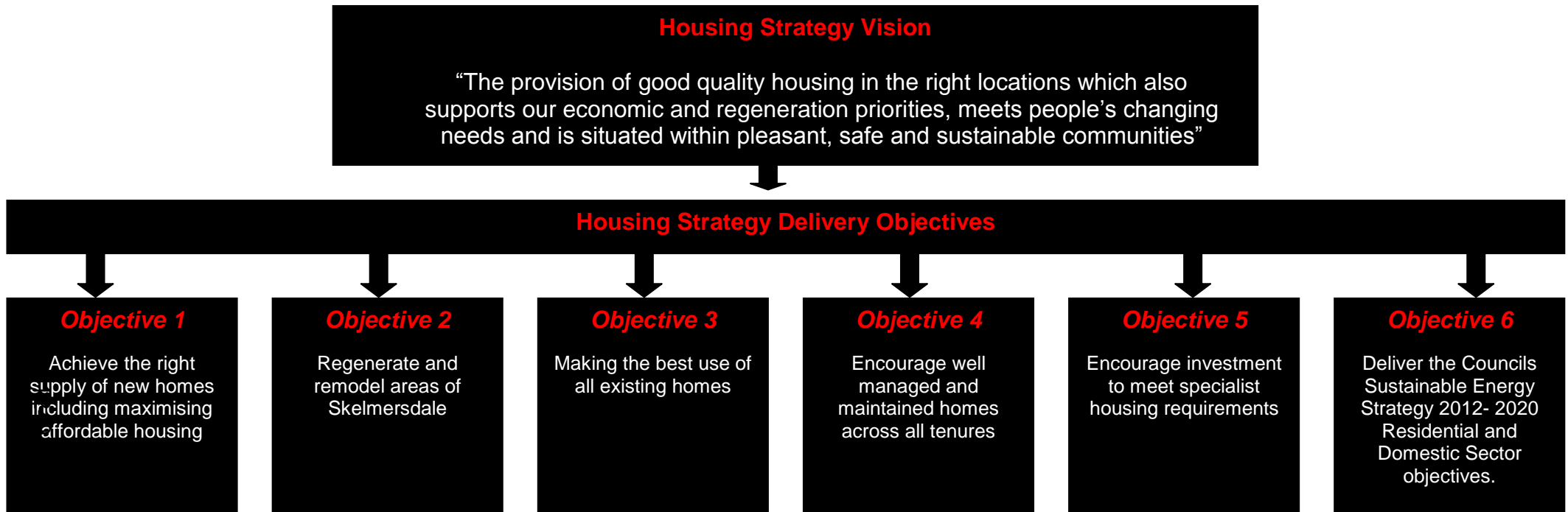
- The Cosy Homes in Lancashire (CHiL) scheme is still running offering funding contributions for the installation of domestic energy efficiency measures.
- Unfortunately the Energy Efficiency post no longer exists.
- The Green Deal was a Government scheme which no longer exists but it was utilised to deliver the energy efficiency works on Firbeck estate.
- The Council declared a climate emergency in July 2019 and subsequently adopted an aspiration to achieve Carbon Neutrality by 2030 at the latest.
- A Carbon Neutrality Plan 2030 is currently in development, outlining targets and plans for action, and will hopefully be adopted by Members by April 2020.



Housing Strategy 2020–2021

DRAFT ACTION PLAN

The diagram below shows our Housing Strategy Vision and our six delivery objectives. This Action Plan incorporates a number of delivery actions that will assist West Lancashire Borough Council to deliver its Housing Strategy Vision.



Monitoring

The Council produces a number of strategies and plans directed at achieving our vision and priorities. These plans and strategies contain numerous tasks and targets which, when completed successfully, are the building blocks of our success.

To keep track of our progress we use a performance monitoring framework. This helps us monitor progress and take any remedial action to make sure that what is supposed to be done gets done. Each of our service areas produce Service Action Plans which reflect the key delivery actions we are working on as contained in our strategies and plans. These are monitored regularly through our monitoring framework with performance updates being provided to relevant service managers and service heads. Performance and achievement is also reported to our Elected Members in line with our constitution so that progress is fully understood.

The Housing Strategy action plan will be monitored as part of the process outlined above.

All actions have an identified lead officer responsible for implementation and monitoring of the target.

Listed below are the key abbreviations for each lead officer. The current post holder is also shown:

AM	Asset Manager
E&VM	Estates and Valuation Manager
HG&DM	Head of Growth and Development
HH&RS	Head of Housing and Regulatory Services
HPSHM	Homeless and Private Sector Housing Manager
HS&DPM	Housing Strategy and Development Programme Manager
HNAM	Housing Needs and Allocations Manager
HOM	Housing Operations Manager
HCLM	Home Care Link Manager
I&FIM	Income and Financial Inclusion Manager
IM	Investment Manager
PSM	Property Services Manager
SI&SPM	Service Improvement & Special Projects Manager
SPRIM	Strategic Planning, Regeneration and Implementation Manager

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- **Black font denotes an on-going action**
 - **Blue font denotes a new action**

Objective 1

ACHIEVE THE RIGHT SUPPLY OF NEW HOMES INCLUDING MAXIMISING AFFORDABLE HOUSING

Action 1	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Implementation of the West Lancashire Local Plan 2012-2027	As per Local Plan. See Planning web pages for details at www.westlancs.gov.uk	ADP	Staff RP Providers Private developers Housing Strategy Local Economic Partnership	Development of 4860 net new dwellings during the plan period Annual target is 335 (net) 20% of new dwellings overall to be affordable	A sustainable housing offer suitable for the housing and economic needs of the local population Provide New Homes Bonus for the Borough	Planning Committee Cabinet and Council Reporting Service Action Plan Monitoring
Action 2	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Develop a New Local Plan	Aim to adopt a new Local Plan by February 2023 See Planning web pages for timescale details at www.westlancs.gov.uk/planning/planning-policy.aspx	SPRIM	Staff RP Providers Private developers Housing Strategy Local Economic Partnership Local Community	To be determined as part of the development process	A sustainable housing offer suitable for the housing and economic needs of the local population covering a new Local Plan period Provide New Homes Bonus for the	Service Action Plan Monitoring Local Plan Working Group Cabinet and Council Reporting

Action 3	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Develop a new long term Housing Strategy for 2022 onwards	Commence development activity in September 2020 Adopt a New Housing Strategy by June 2021	HSDPM	Staff RP Providers Private developers Voluntary/ Charitable Sector Local Economic Partnership Local Community Neighbouring Councils	Not applicable Comment: <i>The new housing strategy will contain delivery actions which will include targets where appropriate.</i>	The provision of good quality housing across all tenures, in the right locations which also supports our economic and regeneration priorities, meets people's changing needs, including vulnerable groups/ residents and is situated within pleasant, safe and sustainable communities	Service Action Plan Monitoring

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Action 4	Timescale/ Milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ Impacts	Monitoring arrangements
Maximise affordable housing contribution provided through Section 106	Each planning application will be considered within planning timescales	HSDPM	Planning RP Providers Private developers Legal	In line with Planning policy targets in respect of affordable housing contribution	Obtain the maximum affordable housing contribution able to be supported by the economic viability of each site.	Service Action Plan Monitoring

Action 5	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Review use of the Affordable Housing Capital Budget currently linked to the Regenda Partnership	Complete review by June 2020	HSDPM	Regenda Housing	Complete the review	Determine if the Affordable Housing Capital Budget can be used in a more effective manner to develop affordable housing and/ or housing suitable for vulnerable groups	Service Action Plan Monitoring

Action 6	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Review current approaches for discharging S106 affordable housing obligations in order to meet local affordable housing need.	Complete review by July 2020	HSDPM	Planning Legal	Consideration of the affordable housing products that could be used via section 106 contribution	Will help determine if affordable housing obligations can be used to help develop an affordable housing supported housing offer.	Service Action Plan Monitoring

Action 7	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Review affordable housing schedule of section 106 template and upload to website	Complete review by July 2020	HSDPM	Planning Legal	Review the affordable housing schedule	To provide developers with an affordable housing schedule in the section 106 which reflects current affordable housing requirements.	Service Action Plan Monitoring

Action 8	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Promote all new affordable housing schemes	On a scheme by scheme basis	HSDPM	PR Unit Parish Councils Registered Providers Voids and Allocations Team	Commence promotion no less than three months ahead of intended scheme handover date.	Promote all new affordable housing schemes to the local community in good time so that applicants in affordable housing need are able register an interest and be considered for the new scheme in line with Council Allocation policy	Service Action Plan Monitoring

Action 9	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Support Registered Provider bids into Homes England (HE) funding programmes for affordable and supported housing	As per HE Grant Bid Programme	HSDPM	HE RP Providers Planning Land agents Private developers	Work in partnership with Registered Provider partners to achieve HE inward grant investment in to the Borough	Increase the supply of affordable housing to help households in affordable housing need. Provide New Homes Bonus at higher rate	Service Action Plan Monitoring

Action 10	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Explore how to incorporate / identify health and wellbeing principles into the Housing Strategy / Local Plan	September 2020	HSDPM	Planning Leisure Housing Strategy	Determine which housing interventions will assist in improving health and wellbeing	Acknowledge how suitable housing can assist in improving health and wellbeing	Service Action Plan Monitoring

Objective 2

REGENERATE AND REMODEL AREAS OF SKELMERSDALE

Action 11	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Implement the Council's Housing Asset Management Strategy to provide safe and energy efficient homes	Capital investment programmes will be procured in 5 year contract blocks to facilitate delivery of the asset management strategy, ensuring programmes deliver value for money through large scale, long term contracts that will also include defined social investment in our neighbourhoods and communities	PSM	Response & cyclical maintenance contractors. Partner Contractors	Please refer to Council Housing Asset Strategy 2019-2024 for full information. Key target information shown below.	Improvements in Council Housing Stock providing homes our customers are proud of, feel safe and can live grow and thrive.	DMT Business Plan Working Group Service Action Plan Monitoring

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Target
<p>1] Complete procurement of the capital investment programme for the period 2021 – 2026 – target date February 2021 ready for roll on site April 2021</p> <p>2] As part of that procurement activity, we will assess the social value contractors and suppliers can deliver when awarding contracts, as described in the Asset Management Strategy</p> <p>3] Complete development of the individual asset investment plans for each neighbourhood / estate – which will ensure we are investing in the right properties at the right time and identify the point to stop capital investment in stock that does not have a long term future</p> <ul style="list-style-type: none"> Note that 5 year procurement plan will contain numbers of bathrooms / kitchens etc to be replaced each year rather than addresses and that number of components will be circa 10 – 15% lower than the stock data shows, allowing flexibility to accommodate unforeseen works, legislative changes and / or budget adjustments to facilitate strategic business changes

Objective 3**MAKING THE BEST USE OF ALL EXISTING HOMES**

Action 12	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Bring private sector empty homes back in to use	On-going activity	H&PSHM	Legal Partner Agencies Building Control	No set target at this time. The position will be reviewed as part of the action 13 below.	Brings empty housing back into use May attract New Homes Bonus Improve street scene	Service Action Plan Monitoring

Action 13	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Refresh Private Sector Housing Strategy	Commence activity during 2020/2021 Complete by December 2020	H&PSHM	Partner Agencies Housing Strategy Neighbouring local authorities Legal	To be determined as part of the development process	Identification of private sector housing delivery objectives and the development of an action plan to address the private sector housing challenges and issues in the borough	Service Action Plan Monitoring

Objective 4

ENCOURAGE WELL MANAGED AND MAINTAINED HOMES ACROSS ALL TENURES

Action 14	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Maximise use of enforcement powers to deal with problem landlords and target resources to address disrepair, unsafe properties and management issues within the private rented sector	Enforcement powers are used as and when required	H&PSHM	Legal Building control PR	Engage with owners / landlords where required to provide advice to help address any issues of concern, undertaking enforcement action when required.	Appropriate use of enforcement powers where required.	Cabinet report / Member updates

ENCOURAGE INVESTMENT TO MEET SPECIALIST HOUSING REQUIREMENTS

Action 15	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
Enable the development of a Foyer for young people	Ongoing activity	HSDPM	Birchwood Centre Lancashire County Council Other contributors working with the Birchwood Centre. Registered Providers	Start on site in 2020 Practical completion by end of 2021 <i>Comment: The current targets are based upon the Birchwood Centre agreeing partnership terms with a Registered Provider (RP), a lease with the Council in respect of the identified land site, planning amendments being accepted and the RP securing Homes England grant funding</i>	The development of a Foyer for vulnerable young people, to improve their well-being, provide training, development of independent living skills along with mediation and counselling where required and other support / coaching activity to develop the young people to achieve their full potential.	Service Action Plan Monitoring

Action 16	Timescale/ milestones	Lead responsibility	Partners	Targets	Anticipated outcomes/ impacts	Monitoring arrangements
<p>Work with Lancashire County Council and other relevant partners to determine the current scale of housing need and any commissioning preferences for a range of client groups such as those with learning disability, mental health difficulties, physical disability and other client groups where need is identified, including consideration of further Extra Care provision in the Borough</p>	<p>Complete by September 2020</p>	<p>HSDPM</p>	<p>LCC Carers Groups Health LCC Specialist Providers</p>	<p>N/a</p>	<p>Understand the need for supported housing in West Lancashire so that it is factored in to the development of the Councils long term housing strategy.</p>	<p>Service Action Plan Monitoring</p>

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Objective 6

DELIVER THE COUNCILS SUSTAINABLE ENERGY STRATEGY 2012-2020 “RESIDENTIAL AND DOMESTIC” SECTOR THEME

No action item are listed under this objective, as the Councils future approach will be addressed through the introduction of a Carbon Neutrality Plan which is expected to be considered by Members during 2020/21.

New Housing Strategy Development Timetable (indicative dates)

Identifying the housing challenges and potential priorities by end of September 2020
<ul style="list-style-type: none"> - This involves a review of the evidence that the Council and others hold*. - The purpose of this exercise is to help identify the housing issues that exist in West Lancs. It looks at, to name a few topics, affordability, house condition, demographic change, housing supply, health inequality, economic factors and vulnerable client groups.
Issues Paper by mid October 2020
<ul style="list-style-type: none"> - Once we have an updated understanding of the housing issues through the above step, an issues paper will be prepared. - The issues paper then becomes the initial basis for early stakeholder consultation. - The issues paper will start to provide some direction in terms of what the housing strategy delivery objectives might look like and these can be discussed at the next stage, to see if stakeholders consider if they are appropriate.
Early Stakeholder Consultation starting on 26 October 2020 and ending on 16 November 2020
<ul style="list-style-type: none"> - Three week consultation period - Engagement can be undertaken in a number of forms such as postal questionnaire, stakeholder events, thematic group meetings, online interaction or use of other approaches. No one form is recommended, although the overarching desire is to obtain a good representation of views from stakeholders and residents.
Prepare Consultation outcomes Paper by 4 December 2020
<ul style="list-style-type: none"> - Undertaking contact with stakeholders at the early strategy development stage (above step) is intended to help inform the strategy and the shaping of the delivery objectives, before any strategy writing has commenced. - The paper will help identify common themes and perhaps raise issues not previously identified
Prepare Initial Draft(s) of the Housing Strategy by 10 February 2021
<ul style="list-style-type: none"> - Consider the format / outline of the strategy (this can take place at an earlier stage), such as document length, key headings, print or web based only document, professional design or other approach - The initial drafting will then take place taking account of the outcome of the early consultation and the preferred format / outline.
Consultation version of the Housing Strategy by 9 March 2021
<ul style="list-style-type: none"> - Cabinet will be required to endorse a consultation version - Minimum of 8 weeks consultation period will be required
Consultation Activity – 8 week consultation period 12 March 2021 and ending on 7 May 2021
<ul style="list-style-type: none"> - Keep a record of consultation comments received and whether the comments have, resulted in any change or resulted in another form of response, such as matter already addressed in the strategy.
Prepare Final Housing Strategy Version by 27 May 2021
<ul style="list-style-type: none"> - Undertake any amendments to the Housing Strategy based upon the feedback received
Final Housing Strategy version and approval route Cabinet in June 2021
<ul style="list-style-type: none"> - To consider endorsing the final version of Housing Strategy and action plan.

* A key component of the evidence review, will be receipt of the Affordable and Specialist Housing Need Study which represents one strand of the evidence base for the development of a new local plan. The indicative timetable above is based upon receipt of the Affordable and Specialist Housing Need Study in the early autumn of 2020.

Equality Impact Assessment Form



Directorate: Place and Community	Service: Strategic Planning, Regeneration and Implementation
Completed by: Jonathan Mitchell	Date: 29/01/2020
Subject Title: Housing Strategy	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes, Housing Strategy period revised by virtue of being extended.
Is a service being designed, redesigned or cut back:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	Yes, programme of work – an action plan
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
Details of the matter under consideration:	Seeking approval to extend the life of the existing Housing Strategy by one year.
<p><i>If you answered Yes to any of the above go straight to Section 3</i> <i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	N/A
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	N/A
If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	N/A
3. EVIDENCE COLLECTION	

<p>Who does the work being carried out impact on, i.e. who is / are the stakeholder(s)?</p>	<p>Council Departments, partner organisations, current and future users of Council Services, residents of the borough and those interested in moving to West Lancashire.</p>
<p>If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?</p>	<p>The housing strategy aims to deliver interventions that support the housing strategy vision of, "the provision of good quality housing, in the right locations which also supports our economic and regeneration priorities, meets people's changing needs and is situated within pleasant, safe and sustainable communities"</p> <p>In that regard, any interventions are aimed at having a positive impact across all EIA groups who are regarded as being in housing need in line with national guidance, legislation and policy.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <ul style="list-style-type: none"> Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity 	<p>Potentially, all by virtue of the fact that the housing strategy aims to address housing need across the borough.</p>
<p>4. DATA ANALYSIS</p>	
<p>In relation to the work being carried out, and the service / function in question, who is actually or currently using the service and why?</p>	<p>Current and future users of Councils Services and those households looking to secure housing /move to or within the borough.</p>
<p>What will the impact of the work being carried out be on usage / the stakeholders?</p>	<p>The strategy aims to have a positive impact by working towards achieving the housing strategy vision of, "the provision of good quality housing, in the right locations which also supports our economic and regeneration priorities, meets people's changing needs and is situated within pleasant, safe and sustainable communities"</p>
<p>What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?</p>	<p>The Housing Strategy does not relate to any one single service area. It aims to shape local policy and intervention across a range of service areas and wider partnerships in the private sector, voluntary and statutory sectors to try and improve housing circumstances in West Lancashire in a manner that helps with housing need whilst also providing health and wellbeing benefits and broader economic benefits.</p>

What sources of data including consultation results have you used to analyse the impact of the work being carried out on users / stakeholders with protected characteristics?	By reviewing our achievements to date from the housing strategy action plan 2014-19, we are able to measure success when measured against the housing strategy vision.
If any further data / consultation is needed and is to be gathered, please specify:	
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	The Housing Strategy will assist in the Council meeting its duties under the Equality Act 2010.
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.).	We do not envisage any negative impact associated with the proposed extension of the housing strategy operating period.
What actions do you plan to take to address any other issues above?	N/A
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	It is not proposed to review this particular EIA due to the fact that a new longer term housing strategy will be developed in the next 18 months which will require a new Equality Impact Assessment.



**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY COMMITTEE:
5 MARCH 2020**

CABINET: 10 MARCH 2020

Report of: Corporate Director of Transformation and Resources

Relevant Portfolio Holder: Councillor I Moran

**Contact for further information: Ms A Grimes (Extn. 3211)
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q3 2019/20)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 December 2019.

2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

2.1 That the Council's performance against the indicator set for the quarter ended 31 December 2019 be noted.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance against the indicator set for the quarter ended 31 December 2019 be noted.

3.2 That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 5 March 2020.

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 The suite of indicators for 2019/20 includes the quarterly indicators provided in Appendix A.
- 4.3 There are 47 data items reported. Seven of these are data only. Of the 40 PIs with targets reported:
- 24 indicators met or exceeded target
 - 5 indicators narrowly missed target; 8 were 5% or more off target
 - 3 PIs still have data pending (*ES08 locations inspected grounds maintenance; NI 191 Kerbside residual household waste per household and NI 192 Percentage of kerbside household waste sent for reuse, recycling and composting*)

Two indicators (*ES12 & 13 % flytips removed, hazardous and non-hazardous waste*) have not been reported this quarter as it has been confirmed that data collection mechanisms do not support the production of the PI. They have been replaced with a single data item *ES18: No. flytip incidents reported* which primarily reflects the reports from members of the public recorded on ServiceNow. Flytips are also identified and removed by Clean and Green staff.

As reported in the Q2 report, the Chapel Gallery transferred to a third party operator in November and *WL133: No. visitors to Chapel Gallery* will no longer be provided.

A direct comparison with the same quarter of the previous year is not possible due to changes in indicators and targets, however performance in Q3 2018/19 gave 22 (from 33) performance indicators on or above target at that time.

- 4.4 Within Environmental Services, data agreed for reporting in 2019/20 has had to be revised in line with access to collection mechanisms available. The proposed PIs were based on the understanding at the time of what would be reported through new external benchmarking reports and Service Now. The revisions are close to the original expectations as explained for the Q2 report.
- 4.5 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.
- 4.6 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.
- 4.7 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.
- 4.8 This quarterly suite of indicators and targets was agreed as part of a suite of indicators 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 Q3 October-December 2019/20

Appendix B: Actions from Previous Performance Plan

Appendix C: Minute of Corporate & Environmental Overview and Scrutiny Committee
(Cabinet only) – to follow

APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	24		Improved	12
	Warning (within 5%)	5		Worse	8
	Alert (by 5% or more)	8		No change	7
	PIs awaiting data	3	/	Comparison not available	18
	Data only	7		Awaiting data for comparison	2
	'Data only' awaiting data	0		Total number of indicators/data items	47

Shared Services ¹

Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 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)	99%	99%	99%	99%	99%	99%	100%	99%	99%	97%			
ICT3 Major Business Disruption (P2)	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%			
ICT4 Minor Disruption (P4)	99%	99%	99%	99%	99%	99%	100%	100%	100%	98%			
B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events	6.93	5.63	6.98	6.05	6.41	6.16	6.11	7.37	7.79	12.0			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£212,841	£294,695	£87,070	£178,006	£270,313	£370,939	£104,163	£186,937	£282,784	£144,713			

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R1 % of Council Tax collected	83.97%	96.51%	29.22%	56.10%	83.81%	96.46%	28.96%	56.04%	83.52%	85.90%	WLBC retains around 13% of this collection.	↓	⚠
R2 % Council Tax previous years arrears collected	18.22%	26.78%	11.1%	17.14%	21.85%	25.88%	8.1%	13.74%	20.02%	18.2%		↓	✅
R3 % of Business Rates Collected (NNDR)	80.66%	98.18%	28.18%	55.08%	81.05%	98.22%	29.65%	56.14%	80.98%	81.85%	WLBC retains around 40% of this collection.	↓	⚠
R4 Sundry Debtors % of revenue collected against debt raised	87.99%	95.78%	38.01%	83.96%	87.41%	96.95%	51.95%	75.49%	89.93%	76.25%		↑	✅

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Growth & Development Services

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	100%	87.50%	100%	100%	88.89%	100%	100%	92.86%	100%	75.00%		↑	✅
NI 157b Processing of planning applications: Minor applications	93.62%	89.09%	90.77%	92.31%	90.16%	86.79%	84.48%	93.55%	86.27%	80.00%		↓	✅
NI 157c Processing of planning applications: Other applications	94.87%	96.15%	96.55%	93.84%	95.27%	90.68%	93.62%	90.78%	87.97%	85.00%		↓	✅

Corporate & Customer Services

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	98.79%	98.13%	98.30%	98.14%	97.85%	98.59%	98.99%	98.49%	97.73%	98.75%	Outturn based on the processing of 11,998 invoices received within services. Head of Service assessment: performance plan not required		
WL132 FTE working days lost due to sickness absence per average FTE	N/A - PI not developed at this time						2.38	2.95	2.55	2.02	The detailed plan provided last quarter outlined the comprehensive ongoing actions to manage sickness absence. The effect on staff from the implementation of recommendations from the SORP review is a key consideration and specific area of focus for the authority. Performance Plan in progress see Appendix C.	/	
Page 10 WL85a Website: no. visits	131,395	152,154	193,813	143,749	152,659	167,748	202,891	115,041 ⁷	144,440				
WL85b Website: no. online forms submitted	2,076	3,587	5,772	4,150	3,429	2,190	10,996	7,195	4,239				
WL85c Website: No. of payments processed online	12,791	15,560	29,206	14,393	12,943	13,065	21,067	17,820	14,092				
WL90 % of Contact Centre calls answered	88.3%	71.9%	61.9%	89.3%	87.7%	61.6%	76.1%	84.6%	92.2%	88.0%	Performance Plan in progress, see Appendix C.		
WL108 Average answered waiting time for callers to the contact centre (seconds)	102 ²	214	288	100	117	326	185	141	82	145	Performance Plan in progress, see Appendix C.		
WL130 No. Service Now Customer Accounts	N/A - PI not developed at this time						10,085	20,794	22,861			/	
WL131 No. Social Media Followers (WLBC FB, Twitter)	N/A - PI not developed at this time						7,167	7,660	8,115	8,043		/	
WL143 % of external calls to back office answered	N/A - PI not developed at this time						85%	85%	84%		Relates to over 51,000 attempted calls into back office	/	

Housing & Regulatory Services











PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	98.44%	99.10%	96.32%	96.51%	95.23%	92.80%	97.95%	97.69%	97.01%	98.00%	We will continue to work with our contractor partners to improve this performance. A new provider, Wates, will be delivering the service from April 2020 and mobilisation work is now underway. 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%	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%	95.4%	97.2%	100.0%	This is not a statutory requirement. Compliance Team have completed a validation exercise on all the domestic property portfolio. The current number of properties with an out of date EICR has been further reduced to 107. Frontline Electrical contractors are actively working on gaining access to these properties to complete testing and subsequent remedial works generated by the inspections. Subject to access, testing for these properties should be completed by the end of April 2020. All properties have a 'warning/information' flag on Housing Management System informing staff that come into contact with the tenants of these properties that there is an outstanding electrical test to be completed and to pass the tenant over to the Compliance Team for an appointment to be made.		
HS29 % non-domestic that require an asbestos	N/A - PI not developed at this time			92.4%	99.7%	100.0%	100.0%	99.4%	100.0%	100.0%			












PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
management survey/re-inspection ³													
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%	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%	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	100.55	102.53	100.04		/	✔
PS11 % of rent loss through dwellings being vacant	1.87%	1.59%	1.25%	1.1%	1.01%	0.94%	0.7%	0.72%	0.79%	0.99%		⬆	✔

PS11
267



Environmental Services

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status	
	Value	Value	Value	Value	Value	Value	Value	Value	Value					
ES01 No. grass cuts undertaken on the highway between April-October	N/A - PI not developed at this time						3	6	7	8		There is a total 8 cut target over the season from April – October. This is the first season of the Clean & Green structure which combined two previous teams and required different ways of working, upskilling of staff, development of competencies etc. It is anticipated that 2020/21 will see an improvement in performance.	/	⛔

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											No performance plan provided.		
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October						N/A - PI not developed at this time	3	7	9	10	There is a total 10 cut target over the season from April – October. Performance comment as above.	/	
ES04 % locations inspected falling into categories A/B - Litter (cumulative)						N/A - PI not developed at this time	98.31%	98.74%	98.99%	85.00%	Data is not reported quarterly. Outturn is cumulative for inspections April-November	/	
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)						N/A - PI not developed at this time	100%	100%	100%	85.00%	As above	/	
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)						N/A - PI not developed at this time	08.70%	12.50%	12.12%	10.00%	Data is not reported quarterly. Outturn is cumulative for inspections April-November A Policy for the Provision of Litter Bins has recently been approved and a review of the current demand for litter bins underway.	/	
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)						N/A - PI not developed at this time	N/A	N/A		85.00%	APSE have assessed profiling data about the borough to determine our benchmarking group. Data will be available for Q4.	/	
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)						N/A - PI not developed at this time	04.41%	05.30%	04.94	15.00%	Data is not reported quarterly. Outturn is cumulative for inspections April-November	/	
ES18 No. flytip incidents reported						N/A - PI not developed at this time	338	345	263		Data item reflecting the flytip data available from ServiceNow.	/	
ES14 Average of missed bins per fortnight (recycling / green)						N/A - PI not developed at this time	131 ⁶	53	104	50	The target of 50 is based on introduction of the route optimisation work. There is no performance plan as the action is to roll out route optimisation from November 2019, so impacts unlikely to	/	

PI Code & Short Name	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Target	Comments	Q3 19/20 vs Q3 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											be reflected until Q4.		
ES15 Average of missed bins per fortnight (recycling / blue)	N/A - PI not developed at this time						131 ⁶	49	123	50	As above	/	
ES16 Average of missed bins per fortnight (garden waste / brown)	N/A - PI not developed at this time						41	55	75	50	As above	/	
ES17 Average of missed bins per fortnight (refuse / grey)	N/A - PI not developed at this time						66	58	136	50	As above	/	
NI 191 Kerbside residual household waste per household (Kg) ⁴	123.57 ⁵	124.76 ⁵	128.66	126.15	118.11 ⁵	120.55	122.11	118.91		125	Figure reported is for the data verified, not collected in that period. Pending third party data		
NI 192 Percentage of kerbside household waste sent for reuse, recycling and composting ⁴	46.25% ⁵	40.52% ⁵	34.68% ⁵	46.57%	44.84% ⁵	43.00%	40.21%	49.31%		50.00%	As above Pending third party data		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	98.72%	100%	100%			

Wellbeing & Leisure Services

HW01 No. attending health, wellbeing and sport activities & courses	N/A - PI not developed at this time						3,712	3,238	2,292			/	
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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 January 2019

⁶ ES14 & 15: Q1 19/20 reflected outturn for both blue and green bins. The data is split for Q2 19/20 onwards..

⁷ ES07 % locations into categories C/D - Overflowing Litter Bins: This was originally planned with a target of 90% for 'acceptable' sites. Benchmarking report uses 'unacceptable', so target reversed to 10% for 'unacceptable and poor' sites.

⁸ ES11 % locations into categories C/D – Detritus: This was originally planned with a target of 85% for 'acceptable' sites. Benchmarking report uses 'unacceptable', so target reversed to 15% for 'unacceptable and poor' sites.

⁹ WL85a Website: no. visits Q2 19/20 - Due to a change in data collection technology data collected between 21 August to 10 October is not complete. The issue has been resolved.

WL133 No. visitors to Chapel Gallery: The Gallery transferred to a third party operator in November. This data will no longer be provided.

ES12 & ES13 % flytips removed, hazardous and non-hazardous waste: have not been replaced with a single data item ES18: No. flytip incidents reported

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX B

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
HS1 % Housing Repairs Completed in timescale Page 1271	Q1 18/19	Implement changes to Mobile Working to include updated tenant contact telephone number on any order raised during surveyor visit.	December 2019	As part of the ICT roadmap, which includes an upgrade of the existing housing management system to version 4.6. Work has commenced linked to building new servers and configuration to reflect new version 4.6. UAT testing will commence week commencing 3 rd February. Test environments are being 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 and underpin the new expectations linked to the Repairs and Maintenance contract 2020.	Q3 outturn is 97.01% (amber).
WL108 Average answered waiting time for callers to the contact centre WL90 % of Contact Centre calls answered	Q1 19/20	Extend/recruit agency staff	Ongoing	In progress. Agency staff are still in post and this continues to be reviewed on a weekly basis. This is in addition to the additional agency staff recruited to support the roll out of Route Optimisation.	Q3 outturns for both WL108 and WL90 are green.
Effectively plan the roll out of year 4 subscriptions for garden waste	January 2020	In progress. Regular meetings between the Customer Experience			

				team and Waste Management are ongoing and will continue until the launch of year 4.	
		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	As above.	
WL132 FTE working days lost due to sickness absence per average FTE	Q2 19/20	Development of a Workforce Wellbeing Action Plan. The plan aims to commence in the spring of 2020 with planned initiatives through to 2021. It is anticipated these will improve general staff wellbeing and assist in reduced absenteeism.	Spring 2020	In progress. The HR Team are working closely with the Leisure and Wellbeing project leads.	Outturn for Q3 was 2.55 (red) although an improvement on Q2 outturn.

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.



CABINET: 10 MARCH 2020

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE: 26 MARCH 2020**

COUNCIL: 1 APRIL 2020

Report of: Corporate Director of Transformation & Resources

Relevant Portfolio Holder: Councillor Ian Moran

**Contact for further information: Chris Twomey (Extn. 5262)
(E-mail: Chris.Twomey@westlancs.gov.uk)**

SUBJECT: COUNCIL PLAN AND CORPORATE PERFORMANCE REVIEW

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval to further progress the draft "Council Plan 2020/21" (Appendix A) and that following consultation feedback a final Plan is brought back to Council in October.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the draft "Council Plan 2020/21" attached as Appendix A to this report be reviewed by Cabinet and approved for wider consultation.

2.2 To agree that stakeholder consultation on the draft plan is undertaken and the consultation feedback used to refine the final Council Plan to be brought back to Full Council in October.

2.3 To agree that the existing Annual Suite of performance indicators and key quarterly indicators attached as Appendix C are retained and reported on following current practice until at least October 2020.

2.4 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 26 March 2020.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

- 3.1 That the draft “Council Plan 2020/21” attached at Appendix A to the report be considered and that agreed comments be referred to Council on 1 April 2020 for consideration.
- 3.2 That the Committee consider the Suite of Performance Indicators 2020/21 (Appendix C) intended for following current reporting practice until at least October 2020 and agree comments as appropriate.

4.0 RECOMMENDATIONS TO COUNCIL

- 4.1 That the draft “Council Plan 2020/21” attached at Appendix A to the report be approved and that following consultation feedback a final Plan is brought back to Council in October 2020.

5.0 BACKGROUND AND CURRENT POSITION

- 5.1 A Council Plan enables the Council to communicate its direction and priorities to the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities also assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.
- 5.2 During 2019/20 the Sustainable Organisation Review Project established a new operating model for the Council. Implementing the agreed recommendations from the review through the Our Future programme and the development of supporting processes such as the Smarter Working Initiative and Our People Strategy continues to engage staff at all levels. The whole Council therefore continues to experience and contribute to fundamental changes to structure, processes and culture.
- 5.3 In January, a Cabinet strategy session assessed the existing Council Plan, vision, values and priorities in light of what has been achieved, the operating environment and Council's new operating model. It was recognised that there had been significant progress towards achieving the existing Council Plan and a revision to the Plan was appropriate.
- 5.4 A new draft Council Plan (attached at Appendix A) has therefore been developed which reflects the strategic ambitions of Cabinet. The draft Plan builds on the success of the previous Council Plan and recognises the potential of the Council to influence and directly realise significant change and improvement across the Borough.
- 5.5 In summary, the draft Plan provides a revised Vision and Priorities. These are:

Vision: West Lancashire is the place of choice to live, work, visit and invest

Priorities:

- Create empowered, engaged and inclusive communities
- Become UK's greenest council/Become Carbon Neutral
- A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire
- Everyone to be healthy, happy, safe and resilient
- Be financially sustainable by 2022
- Everyone to be proud of their Council

5.6 In addition, to reflect the new priorities the reporting mechanisms for the corporate performance information is being reviewed. This has previously been agreed as an Annual Suite with key indicators reported quarterly to Members. This follows the same format and process that was in place for the now discontinued national reporting requirements. This means that Members receive largely operational information on particular outputs from a service. It is proposed that the new reporting suite provides Members with key information relevant to the delivery of the Council Plan.

5.7 The current Council Plan will remain in place until adoption of the new Council Plan in October 2020.

6.0 NEXT STEPS

6.1 Members recognise the importance of the Council Plan reflecting the needs of the communities of West Lancashire, focussing on where the Council will add most value, deliver the best outcomes and focus its resources. It is therefore intended to test the ambitions of the draft Plan through consultation with stakeholders including Councillors, staff, residents, businesses and partner organisations. Further detail is provided in s.7.0 *Consultation Process and Timetable*.

6.2 Following feedback from the consultation a final Council Plan and delivery plan will be brought to Full Council in October 2020 for approval as the final Council Plan. A refresh will then be considered in April 2021 and annually thereafter to ensure that the Plan remains relevant and in line with the needs of the Borough.

6.4 Along with the final Council Plan in October, Members will receive a revised reporting and monitoring process to approve replacing the current Annual Suite / Quarterly Performance Indicator and half-yearly Council Plan progress reporting routine. To ensure there is no gap in performance information for Members the current practice for reporting a suite and targets (Appendix C) will continue to be provided following the same quarterly reporting routine whilst a replacement reporting system is developed.

7.0 CONSULTATION PROCESS AND TIMETABLE

- 7.1 Various consultation activities involving different groups will ensure that comprehensive feedback is received on the draft Council Plan. This will include:
- WLBC Councillors – Scrutiny session – 24 March
 - Staff – All Staff events to seek feedback on Council Plan – 2 April
 - Citizens, business and other stakeholders (such as Parish Councils, partner organisations) – 6 week consultation programme including online/postal surveys, popup events, community meetings, stakeholder consultation event – May/June 2020.
- 7.2 The consultation process will be promoted via direct invitation for the Councillor and Staff events, postal survey and a social media campaign for the wider consultation. The consultation feedback will be brought back to Full Council in October 2020.
- 7.3 It is known that similar timings will apply to the West Lancashire Partnership (WLP) public consultation (in which we are a partner organisation). There are synergies with that consultation and our own which we believe will result in respondents being given the opportunity to raise views on the way West Lancashire is served across a comprehensive set of services. Therefore we are investigating opportunities to work with WLP to dovetail consultation exercises. It is proposed that for 2020 we do not carry out a separate Citizens Survey as this could lead to potential survey fatigue and lower engagement levels.

8.0 SUSTAINABILITY IMPLICATIONS

- 8.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. Sustainability impacts will be considered for individual initiatives referenced. The information set out in this report aims to help the Council to improve and sustain service performance. The vision, values, priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

9.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 9.1 There are no significant financial or resource implications arising from this report. The Council Plan appended to this report aims to ensure the Council is able to continue to pursue its objectives, within the resources available and can monitor and manage use of those resources. An agreed Council Plan will assist in shaping budget decisions and enable clear priorities to be set for services.

10.0 RISK ASSESSMENT

- 10.1 The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant risk registers. Having well-defined priorities means that attention and resources can

be effectively focussed on managing, monitoring and achieving the Council's core objectives and reduces the risk of not doing so.

11.0 HEALTH AND WELLBEING IMPLICATIONS

11.1 The proposal will support health and wellbeing within West Lancashire in a variety of ways. The priority "*Everyone to be healthy, happy, safe and resilient*" specifically outlines what we want and what we intend to do to achieve this.

Theme	We want
Promote good health and wellbeing and enable people to flourish	<ul style="list-style-type: none"> • To design services that help people stay healthy, independent • To invest in sports and leisure facilities
Prevent and tackle the causes of ill health	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Empower people in vulnerable, deprived and disadvantaged communities to realise their full health potential;	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Develop and support effective and high quality health and wellbeing services	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Encourage and enable all people to take a role in identifying and addressing barriers to improve health and wellbeing	<ul style="list-style-type: none"> • To invest in sports and leisure facilities • To design services that help people stay healthy, independent
Increase people's independence throughout their life course and ability to lead full active lives.	<ul style="list-style-type: none"> • To design services that help people stay healthy, independent

We will:

- Create a food poverty strategy and plan
- Create a fuel poverty strategy and action plan
- Create a Financial Inclusion strategy and plan
- Develop a new health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Greater range of leisure activities offering first class facilities
- Enlivened town centres offering diverse leisure opportunities + night time economy
- Bringing in additional money/services to support most deprived areas

In addition, it is anticipated a positive impact on Health & Wellbeing will also be achieved through the wider work for the other priorities of:

- A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire
 - Create empowered, engaged and inclusive communities
-
-

Background Documents

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

Equality Impact Assessment

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

Appendices

- A. Draft Council Plan 2020/21
- B. Equality Impact Assessment
- C. Suite of Indicators
- D. Minute of Cabinet (Executive Overview and Scrutiny Committee only) - to follow
- E. Minute of Executive Overview and Scrutiny Committee (Council only) - to follow

Proposed Vision

West Lancashire is the place of choice to live, work, visit and invest

Our Priorities

❖ Create empowered, engaged and inclusive communities

We want:

- Healthy resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities regardless of where they live
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- Councillors that are active and knowledgeable and are catalysts to support change at a local level
- To improve customer satisfaction

We will:

- Build on and develop strengths within local communities
- Use community networks to gain views from hard to reach people
- Provide informal consultation in high footfall areas
- Encourage pop up drop in centres to listen to different community views
- Use councillors' existing "reach" and "influence" to provide feedback
- Adopt a best practice model of consultation
- Feedback to customers how their views have changed things
- Develop neighbourhood plans

❖ Become the UK's greenest council

We want:

- To become a Carbon Neutral Council by 2030
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To reduce reliance on landfill and recovering value from non-recyclables
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and environment

We will:

- Ensure all council buildings operating to highest efficiency standards – insulation, design, and technology
- Commit to maximising Council energy requirements from renewable sources
- Create the use of solar panels on Council owned buildings
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency and design out waste
- Optimise the Council fleet; increase route efficiency and maximise low emissions
- Enhance green spaces promoting diverse leisure uses and explore the option of developing an ecology park
- Support the development of green transport
- Use green credentials to form part of selection criteria, using the supply chain to reduce our carbon footprint
- Reduce waste and increase recycling, implementing a bin strategy
- Local plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

❖ **Be a financially sustainable Council by 2022**

We want: To be confident, capable and financially sustainable

We will:

- Make sure our internal financial and decision-making processes continue to be strong
- Maximise the Development Company to increase revenue
- Optimise inward investment
- Review fees and charges including the implementation a charging strategy for green waste
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of providing services in-house
- Review existing contract savings and work with suppliers to economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Sweat existing assets and focus on value for money

❖ A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire

We want:

- West Lancashire to be kept clean and safe
- A local plan that supports quality growth and infrastructure in the Borough
- To provide quality and genuinely affordable homes

We will:

- Increase the frequency of street cleaning in residential areas
- Provide a best value service for cleansing, waste and recycling
- Develop environment ward reports from members
- Development Company bringing homes to rent/buy/shared ownership
- Increased supply bringing cheaper private rents/more choice
- Getting right mix of properties for each community
- Review of WLBC/public estate land holdings
- Estate regeneration creating attractive estates where people want to live
- Review our Housing Strategy
- Identify strategic regeneration areas and investment plans

❖ Everyone to be healthy, happy, safe and resilient

We want:

- To help businesses in West Lancashire to thrive, grow and connect
- Secure the benefits of high quality growth
- To design services that help people stay healthy and independent
- To invest in sports and leisure facilities

We will:

- Support the growth of existing and new businesses
- Create a food poverty strategy and plan
- Develop a fuel poverty strategy and action plan
- Create a Financial Inclusion strategy and plan
- Develop a new health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Greater range of leisure activities offering first class facilities
- Enlivened town centres offering diverse leisure opportunities + night time economy
- Bringing in additional money/services to support most deprived areas

❖ Everyone to be proud of their Council

Equality Impact Assessment Form



Directorate: Transformation & Resources	Service: Partnership & Performance
Completed by: Alison Grimes	Date: 17 February 2020
Subject Title: Council Plan 2020/21	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
<p>Details of the matter under consideration: The assessment is for the Council Plan 2020/21. The Council Plan reflects the Council's vision, values and priorities.</p> <p>The Council Plan is the overarching strategy for the Council and sets the vision and priorities for the Council. The Plan sets well-defined priorities to be used when shaping future budget decisions and during service planning. The plan actions may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations. The plan has been developed in line with the new target operating model for the Council.</p> <p><i>If you answered Yes to any of the above go straight to Section 3</i> <i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	Delivery of the vision and priorities is through a broad range of actions. Specifying priorities assists with managing resources. Outcomes and outputs will impact on a variety of customers, service users, communities, Councillors and employees depending on the action.
If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	

3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	Given the wide range of actions included in the Plan, there is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group across the whole of the plan. The plan directly or indirectly impacts on all Council services and therefore all who work for the Council, those who use Council services or engage with the Council. Any specific actions covered by the Plan that may impact upon equality groups should be subject to an individual EIA by the relevant service.
If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?	As above. The current wide-range of actions included in the whole plan across many service areas means that there is unlikely to be 'most relevant' protected characteristics affected, or any particular group affected more than others. This may change with content in the lifetime of the plan.
Which of the protected characteristics are most relevant to the work being carried out? Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity	No No No No No No No No No No
4. DATA ANALYSIS	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	The plan applies borough-wide and beyond and will include work with partners. Given the strategic nature of the plan and the wide range of actions included, the work outlined will therefore likely impact on a variety of service users and stakeholders in different ways.
What will the impact of the work being carried out be on usage/the stakeholders?	By having a clear statement of priorities through the Plan, attention and resources can be effectively focussed on achieving the Council's core objectives. The overall impact should be positive since the priorities of the plan aim for a positive impact on the borough. Negative impact will be mitigated through individual EIAs conducted by the relevant service.
What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be	Council priorities are informed by the Citizen/Stakeholder Survey which gathers views on a range of issues including the Council's budget. The

Appendix B

<p>affected by the proposals?</p>	<p>survey results can assist the Council in making plans to deliver services and make efficiency improvements.</p> <p>The most recent survey results are from the survey conducted in July 2019. Results from the Citizen/Stakeholder Survey provide information about satisfaction with certain Council services. Results are not broken down into protected characteristics. The reason for levels of satisfaction is not explored.</p> <p>Views on services are gathered through informal and formal contacts/consultation throughout the year to provide a wide range of views to service managers about Council services. These will inform planning of services/changes alongside the financial constraints the Council works within.</p>
<p>What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?</p>	<p>As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate. The interim Plan has been developed by Cabinet working with senior Council management.</p>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	<p>The interim Council plan 2020/21 containing the strategic ambitions will be subject to Councillor, staff and stakeholder consultation. Feedback will inform the final Plan.</p>
<p>5. IMPACT OF DECISIONS</p>	
<p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p>	<p>Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.</p>
<p>6. CONSIDERING THE IMPACT</p>	
<p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).</p>	<p>Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA conducted by the relevant service.</p>
<p>What actions do you plan to take to address any other issues above?</p>	<p>The outcomes of the consultation will be used to create a final Council Plan 2020/21 for approval by Council in October 2020.</p>
<p>7. MONITORING AND REVIEWING</p>	

Appendix B

<p>When will this assessment be reviewed and who will review it?</p>	<p>The assessment will be reviewed as part of the final Council Plan 2020/21 development for October 2020. Thereafter it will be considered as part of the annual refresh process. This will include review by the senior management team.</p>
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APPENDIX C: ANNUAL SUITE

Title	2018/19 Value	Target 2019/20	Proposed target 2020/21	Notes	Reported	Directorate/Service
HS1 % Housing repairs completed in timescale	First year of reporting will be 2019/20	98.00%	98.00%		Quarter	Housing & Regulatory Services - Housing
HS14 % non-decent council homes	0.07%	0.10%	0.10%		Annual	Housing & Regulatory Services - Housing
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	100.00%	100.00%	100.00%	Reflect WLBC regulatory responsibilities	Quarter	Housing & Regulatory Services - Housing
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	98.80%	100.00%	100.00%	Reflect WLBC regulatory responsibilities (non statutory)	Quarter	Housing & Regulatory Services - Housing
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.00%	100.00%	100.00%	Reflect WLBC regulatory responsibilities	Quarter	Housing & Regulatory Services - Housing
HS30 % of non-domestic properties with fire risk assessment in place	100.00%	100.00%	100.00%	Reflect WLBC regulatory responsibilities	Quarter	Housing & Regulatory Services - Housing
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.00%	100.00%	100.00%	Reflect WLBC regulatory responsibilities	Quarter	Housing & Regulatory Services - Housing
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	First year of reporting will be 2019/2	100.04	100.04		Quarter	Housing & Regulatory Services - Housing
TS11% of rent loss through dwellings being vacant	0.94%	0.99%	0.79%	Target has been set at the level of Housemark top quartile performance	Quarter	Housing & Regulatory Services - Housing
WL124 Observations/incidents CCTV operatives involved in	5,633	Data only	Data only		Annual	Housing & Regulatory - Environmental Health
WL125 Arrests that CCTV operators were involved in	266	Data only	Data only		Annual	Housing & Regulatory - Environmental Health
WL126 No. incidents identified by CCTV operators in general monitoring	1,654	Data only	Data only		Annual	Housing & Regulatory - Environmental Health

CIT01 % feel West Lancs is safe & secure to live	N/A	Data only	Data only	Carried out by Citizen Survey providing a citizen view of Council services. This will not be collected in 2018/19 due to a change in scheduling of survey (Feb to May). Survey results are published on the internet.	Annual	Housing & Regulatory - Environmental Health
NI 155 Number of affordable homes delivered (gross)	Pending	Data only	Data only	The Housing Strategy aspiration was for the development of no less than 500 affordable homes during a five year period. The starting period for calculating purposes is 2015/16, principally because of the lead in time for new build projects.	Annual	Growth & Development
NI 157a Processing of planning applications: Major applications	97.56%	75.00%	75.00%	Target was changed from 65% to 75% for 2019/20 above the Government target of 60%.	Quarter	Growth & Development
NI 157b Processing of planning applications: Minor applications	89.91%	80.00%	80.00%	Local target above Government target of 65% . Target was changed from 75% to 80% for 2019/20	Quarter	Growth & Development
NI 157c Processing of planning applications: Other applications	94.25%	85.00%	85.00%	Local target above Government target of 80%	Quarter	Growth & Development
WL24 % Building regulations applications determined within 5 weeks	50.00%	50.00%	50.00%		Annual	Growth & Development
NI 154 Net additional homes provided	351	Data Only	Data Only	Monitored through the Local Plan	Annual	Growth & Development
NI 159 Supply of ready to develop housing sites	103.00%	100.00%	100.00%	Monitored through the Local Plan	Annual	Growth & Development
WL133 No. visitors to Chapel Gallery	First year of reporting was to be 2019/20	Data only	To Delete	The Gallery transferred to a third party operator in November. The data can no longer be provided.	Quarter	Wellbeing & Leisure
HW01 No. attending health, wellbeing and sport activities & courses	First year of reporting is 2019/20	Data only	Data only	Data covers attendances from Gym referrals, Weight Referrals and Health Walk.	Quarter	Wellbeing & Leisure
CIT06 % satisfied with sports/leisure facilities	N/A	Data only	Data only	Citizen Survey was not carried out in 2018/19 due to a change in scheduling of survey (Feb to May). Perception is influenced by many things, including services of other organisations. The item is included here where the service most directly reflects the question.	Annual	Wellbeing & Leisure
CIT07 % satisfied with parks and open spaces	N/A	Data only	Data only	As above	Annual	Wellbeing & Leisure
ES01 No. grass cuts undertaken on the highway between April-October	First year of reporting will be 2019/19	8	8	8 cut target over the season from April – October as previously agreed service standards.	Quarterly	Environmental Services - Clean & Green
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	First year of reporting will be 2019/20	10	10	10 cut target over the season from April – October as previously agreed service standards.	Quarterly	Environmental Services - Clean & Green

ES04 % locations inspected falling into categories A/B - Litter	First year of reporting will be 2019/20	85.00%	85%	Based upon Land Audit Management System quality inspection model, where categories A/B are excellent/acceptable.	Quarterly	Environmental Services - Clean & Green
ES06 % locations inspected falling into categories A/B - Dog Fouling	First year of reporting will be 2019/20	85.00%	85.00%	As above	Quarterly	Environmental Services - Clean & Green
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins	First year of reporting will be 2019/20	10.00%	10.00%	Based upon Land Audit Management System quality inspection model, where categories C/D are poor/unacceptable.	Quarterly	Environmental Services - Clean & Green
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery)	First year of reporting will be 2019/20	85%	85%	Based upon Land Audit Management System quality inspection model, where categories A/B are excellent/acceptable.	Quarterly	Environmental Services - Clean & Green
ES11 % locations inspected falling into categories C/D - Detritus	First year of reporting will be 2019/20	15.00%	15.00%	Based upon Land Audit Management System quality inspection model, where categories C/D are poor/unacceptable.	Quarterly	Environmental Services - Clean & Green
ES18 No. flytips reported	First year of reporting will be 2019/20	Data only	Data only	Replaced % flytip removal information in year due to limitations of collection/reporting mechanisms.	Quarterly	Environmental Services - Clean & Green
ES14 Average of missed bins per fortnight (recycling / green)	First year of reporting will be 2019/20	50	50	The targets of 50 are based on introduction of the route optimisation work. As this is only being rolled out from November 2019, it is too soon to revise targets for 2020/21.	Quarterly	Environmental Services - Clean & Green
ES15 Average of missed bins per fortnight (recycling / blue)	First year of reporting will be 2019/20	50	50	As above	Quarterly	Environmental Services - Clean & Green
ES16 Average of missed bins per fortnight (garden waste / brown)	First year of reporting will be 2019/20	50	50	As above	Quarterly	Environmental Services - Clean & Green
ES17 Average of missed bins per fortnight (refuse / grey)	First year of reporting will be 2019/20	50	50	As above	Quarterly	Environmental Services - Clean & Green
NI 191 Kerbside residual household waste per household (Kg)	485.62	500	500	Target remains challenging. Data provided by external source.	Quarterly	Environmental Services - Waster Services
NI 192 Percentage of kerbside household waste sent for reuse, recycling and composting	43.76%	50%	50%		Quarterly	Environmental Services - Waste Services
CIT02 % satisfied with cleanliness of streets	N/A	Data only	Data only	Citizen Survey was not carried out in 2018/19. Corporate survey. Perception is influenced by many things. The item is included here where the service most directly reflects the question.	Quarterly	Environmental Services

CIT12 % of people satisfied with household collections for domestic waste	N/A	Data only	Data only	As above	Quarterly	Environmental Services - Waste Services
CIT13 % of people satisfied with household collections for recyclable materials	N/A	Data only	Data only	As above	Quarterly	Environmental Services - Waste Services
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	Evidences compliance with the Operators Licence for the Traffic Commisioner. Part of Fleet Maintenance contract.	Quarterly	Environmental Services - Fleet Services
ICT1 Severe Business Disruption (Priority 1)	100%	99%	99%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
ICT2 Minor Business Disruption (P3)	99%	97%	97%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
ICT3 Major Business Disruption (P2)	100%	98%	98%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
ICT4 Minor Disruption (P4)	99%	98%	98%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
ICT5 Advice & Guidance (P5)	100%	98%	98%	Targets to be agreed via contract process *	Annual	Corporate & Customer Services - Business Intelligence & Development
B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events	6.16	12	12	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£370,939	£195K	£195K	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
B4 Benefits Local authority Error Overpayments - Lower threshold YTD	£49,034.00	Cash value (Below lower threshold)	£tbc (Below lower threshold)	Targets to be agreed via contract process * Annual target cash figure may change, but is arrived at from the annual target of 'lower threshold year to date based on next year estimates' on the subsidy grant claim form. Actual cash figure will not be received until later in the year.	Quarter	Corporate & Customer Services - Business Intelligence & Development
R1 % of Council Tax collected	96.46%	97.10%	97.10%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
R2 % council tax previous years arrears collected	25.88%	24.50%	24.50%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
R3 % of Business Rates Collected (NDR)	98.22%	97.20%	97.20%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development

R4 Sundry Debtors % of revenue collected against debt raised	96.95%	89.10%	89.10%	Targets to be agreed via contract process *	Quarter	Corporate & Customer Services - Business Intelligence & Development
BV8 % invoices paid on time	98.21%	98.75%	98.75%	Monitored by BTLS but mainly dependent on WLBC processes within individual services.	Quarter	Corporate & Customer Services - Business Intelligence & Development
CIT14 % of residents who feel the Council keeps them well informed about its services and benefits	N/A	Data only	Data only	Citizen Survey was not carried out in 2018/19 due to a change in scheduling of survey (Feb to May). Perception is influenced by many things, including services of other organisations. The item is included here where the service most directly reflects the question.	Annual	Corporate & Customer Services - Customer Experience & Communication
WL85a Website: no. visits	657,969	Data only	Data only		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL85b Website: no. online forms submitted	15,541	Data only	Data only		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL85c Website: No. of payments processed online	69,607	Data only	Data only		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL90 % of Contact Centre calls answered	72.20%	88.00%	88.00%		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL108 Average answered waiting time for callers to the contact centre (seconds)	250	145	145		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL130 No. Service Now Customer Accounts	First year of reporting will be 2019/20	Data only	Data only		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL143 % of external calls to back office answered	First year of reporting will be 2019/20	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
WL131 No. Social Media Followers (WLBC FB, Twitter)	First year of reporting will be 2019/20	5%p.q	5%p.q		Quarter	Corporate & Customer Services - Customer Experience & Communication
WL140 % staff feeling committed to helping achieve Council aims and objectives	93%	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication

WL141 % staff who feel the Council is a good organisation to work for	78%	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
WL142 % staff proud to work for the Council	68%	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
ER01 Apprenticeships created from Council intervention	12	Data only	Delete	Grant for the Council work no longer available. WL123 reports on Council apprenticeships	Annual	Corporate & Customer Services - Customer Experience & Communication
ER04 Apprenticeship vacancies within the borough	62	Data only	Delete	Not the direct responsibility of the Council. Collection mechanism is no longer available – ONS data was reviewed by STEP group.	Annual	Corporate & Customer Services - Customer Experience & Communication
ER05 Benefit claimant count in West Lancs	N/A	Data only	Delete	Not the direct responsibility of the Council. Figure taken from ONS	Annual	Corporate & Customer Services - Customer Experience & Communication
CIT03 % satisfied with how WLBC runs things	N/A	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
CIT05 % satisfied with local area as a place to live	N/A	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
CIT16 % of residents feel that they belong to their local area	N/A	Data only	Data only		Annual	Corporate & Customer Services - Customer Experience & Communication
WL123 % Apprenticeships Started Each Year Within WLBC	3.70%	2.30%	2.30%	The Government target itself is an average of 2.3% apprenticeship starts across the years that the target applies, from 2017/18 to 2020/21. Numbers include new recruits or existing staff starting on Apprenticeship Programmes. 2.3% as a headcount is established annually at 31 March.	Annual	Corporate & Customer Services - HR & OD
WL132 FTE working days lost due to sickness absence per average FTE	First year of reporting will be 2019/20	8.08	8.08	Quarter target will be 2.02 days per quarter.	Quarter	Corporate & Customer Services - HR & OD
CIT08 % residents agreeing that WLBC provides value for money	N/A	Data Only	Data Only	Citizen Survey was not carried out in 2018/19.	Annual	Finance, Procurement & Property Services- Finance



CABINET: 10 March 2020

EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
26 March 2020

Report of: Director of Place & Community

Relevant Portfolio Holder: Cllr J. Wilkie

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

SUBJECT: HRA REVENUE AND CAPITAL MONITORING

Wards Affected: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide an update on the current position in respect of the 2019/20 Housing Revenue Account (HRA) and Council Housing Capital Investment Programme.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That the financial position in respect of the 2019/20 HRA and Council Housing Capital Investment Programme be noted.
- 2.2 That call in is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 26th March.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

- 3.1 That the financial position in respect of the 2019/20 HRA and Council Housing Capital Programme be noted.
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4.0 BACKGROUND

- 4.1 In February 2019 Council agreed the 2019/20 HRA revenue and capital budgets. Subsequently in July 2019 Council noted the favourable financial outturn position of the 2018/19 HRA and Capital Investment Programme and approved a number of budget changes and allocations. Further changes were approved at mid year reporting.
- 4.2 As a result of previously approved policy options, the HRA has achieved a balanced budget position during the period of 1% per annum rent reductions that will be in force until the end of March 2020.

5.0 HOUSING REVENUE ACCOUNT – PROJECTED OUTTURN

- 5.1 A summary of the projected HRA revenue outturn is set out in Appendix A and shows that a favourable budget variance of £1,232k is expected, representing 4.9% of total turnover. This compares to the mid-year projected outturn position of £1,244k (also 4.9% of total turnover). This demonstrates that the HRA remains in a healthy financial position. The main reasons for this positive forecast are that:
- There have been a number of vacant posts, largely in Property Services, pending recruitment of the permanent staff to fill them. Consequently a significant favourable variance is anticipated on employee costs
 - The planned revenue works budget will be largely unspent
 - The budget contingency has no further calls on it at this stage
- 5.2 At mid-year, a favourable variance of £180k on the void repairs and responsive repairs budget was forecast for outturn. The position has changed slightly during the second half of the year and it is now expected that this will outturn at £70k favourable. As both budgets are demand led, there remain various factors that can influence the exact final outturn.
- 5.3 Consideration was given to how the projected favourable outturn from 2019/20 should be used to help fund the 2020/21 HRA budget at the Council meeting in February 2020. As part of 2018/19 outturn, £60k was added to reserves for housing hardship payments, taking the total to £160k. This was to support tenants on Universal Credit cover the costs of their 'week 53' rent.
- 5.4 It can be confidently expected that the HRA will meet its budget targets and this will continue our track record of managing our financial performance to ensure that the outturn position is in line with the budget. Consideration will be given as to how any remaining favourable budget variance should be used at the year end when the accounts have been finalised.

6.0 CAPITAL INVESTMENT PROGRAMME

- 6.1 A summary of capital expenditure to the end of December 2019 against the revised budgets is shown in Appendix B. Total expenditure to date is £4.784m which represents 44% of the total revised budget of £10.826m. This compares to expenditure of £8.839m at the quarter 3 point of 2018/19, which represented 57% of the total budget. Expenditure this mid-year, (2019/20), was £3.186m, being 29% of budget.
- 6.2 It is standard practice at year-end that capital budgets that have not been fully utilised are reviewed before being slipped into the following year to allow for completion of the existing programme. If the review identifies elements of the capital budget that will not be required in the following year they may be removed from the capital investment programme to release funding. It is anticipated at this stage that most unutilised budget will be slipped into 2020/21, and full details will be included in the HRA outturn report to July Council.

7.0 SUSTAINABILITY IMPLICATIONS

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

8.0 RISK ASSESSMENT

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

9.0 HEALTH & WELLBEING IMPLICATIONS

- 9.1 There are no significant health and wellbeing implications arising from this report.

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A – HRA Projected Revenue Outturn Position

Appendix B – Housing Capital Year to Date Position

Appendix C – Minute of Cabinet (Executive Overview and Scrutiny Committee only) – to follow

Appendix A – HRA Revenue Projected Outturn

Budget Area	Budget £000	Variance £000	Comment
Employee Expenses	4,561	-350	Staffing vacancies will lead to a favourable budget variance
Void repairs and response repairs	2,879	-70	Both budgets are demand-led so final outturn depends upon various factors.
Other premises costs	3,069	-300	Planned revenue works budget not expected to be fully used in 2019/20
Transport costs	187	-30	
Budget contingency	262	-262	No current calls on remaining budget contingency
Supplies and Services	1,164	-30	
Support Services and internal income (net)	255	0	
Loan interest	3,057	0	
Contributions to capital	9,701	0	Unused revenue contributions will be slipped at year end to fund unused capital budgets that are also slipped.
Dwelling rents	-22,420	-80	
Other external income	-2,715	-110	Take up by CAT1 sheltered tenants of CAT2 service levels plus take up of the furnishing service
Total	0	-1,232	Represents 4.9% of the overall turnover

Appendix B - Housing Capital Year to Date Position

Scheme Description	Revised Budget £000	Q3 Spend £000	Q3 Spend %
Re-Roofing Works	2,131	515	24%
Heating System Upgrades	823	593	72%
External Works	750	398	53%
Electrical Upgrades	737	220	30%
Kitchen Replacements	633	129	20%
Windows and Doors	581	29	5%
Bathroom Replacements	501	32	6%
Communal Fire Safety Works	426	255	60%
Walls	280	0	0%
Communal Areas Improvements	117	87	74%
Capital Investment Programme	6,979	2,258	32%
Beechtrees	1,290	1,237	96%
Westec Development HRA Element	20	26	1%
Firbeck		-10	
Professional Fees	700	642	92%
Adaptations for Disabled People	439	273	62%
Contingency/Voids	300	258	86%
Improvements to Binstores	299	96	32%
Environmental Programme	200	1	1%
Asset Management Assessment	185	25	14%
Lifts	168	0	0%
Sheltered Housing Upgrades	140	-2	-1%
Garages		-30	
Structural Works		7	
Energy Efficiency		1	
Other Housing Schemes	3,741	2,524	67%
Digital Initiatives	57	0	0%
Purchase Service Charge Software	40	0	0%
Housing OR Recommendations	9	0	0%
Rounding		2	
Total Expenditure	10,826	4,784	44%

In addition to the capital expenditure above, £2.386m of expenditure has been incurred on purchasing housing stock to utilise 141 capital receipts, matched with HRA borrowing. This approach was approved by Council in February 2019.