



Jacqui Sinnott-Lacey  
Chief Operating Officer  
52 Derby Street  
Ormskirk  
West Lancashire  
L39 2DF

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Tuesday, 6 October 2020

**TO: THE MAYOR AND COUNCILLORS**

Dear Councillor,

You are summoned to a meeting of the **COUNCIL** to be held on **SKYPE** on **WEDNESDAY, 14 OCTOBER 2020** at **7.30 PM** at which your attendance is requested.

Yours faithfully

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

Jacqui Sinnott-Lacey  
Chief Operating Officer

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

**PAGE(S)**

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| <b>1. PRAYERS</b>  |           |
| <b>2. APOLOGIES</b>  |           |
| <b>3. DECLARATIONS OF INTEREST</b><br>If a member requires advice on Declarations of Interest, he/she is advised to contact the Legal and 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.) | 345 - 346 |
| <b>4. MINUTES</b><br>To receive as a correct record, the minutes of the previous meeting held on Wednesday 22 July 2020.   | 347 - 358 |

5. **ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF OPERATING OFFICER**
6. **TO ANSWER ANY QUESTIONS UNDER THE PROVISIONS OF COUNCIL PROCEDURE RULE 10.2**
7. **MINUTES OF COMMITTEES**  
To receive the minutes of the following meetings, to confirm, if appropriate, such of the minutes as require confirmation and to pass such resolutions as the Council may deem necessary:
  - a) Planning Committee - Thursday, 9 July 2020 359 - 360
  - b) Planning Committee - Thursday, 16 July 2020 361 - 362
  - c) Audit & Governance Committee - Tuesday, 28 July 2020 363 - 368
  - d) Planning Committee - Thursday, 30 July 2020 369 - 372
  - e) Planning Committee - Thursday, 10 September 2020 373 - 376
  - f) Standards Committee - Tuesday, 15 September 2020 377 - 380
8. **COUNCIL VISION & PLAN 2020/21 – 2022/23**  
To consider the report of the Corporate Director Transformation and Resources. 381 - 416
9. **OUR PEOPLE STRATEGY 2020- 2023**  
To consider the report of the Corporate Director of Transformation and Resources. 417 - 438
10. **OVERVIEW & SCRUTINY ANNUAL REPORT 2019/20**  
To consider the report of the Corporate Director of Transformation & Resources. 439 - 440
11. **HOUSING ACCOUNT - REVENUE AND CAPITAL OUTTURN**  
To consider the report of the Corporate Director of Place & Community. 441 - 448
12. **CAPITAL PROGRAMME OUTTURN**  
To consider the report of the Head of Finance, Procurement and Commercial Property. 449 - 458
13. **UPDATE OF KICKSTART PROGRAMME AND APPRENTICESHIPS**  
To consider the joint report of the Corporate Director of Transformation & Resources and the Corporate Director of Place & Community. 459 - 474
14. **TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS MONITORING 2020-21**  
To consider the report of the Head of Finance, Procurement and Commercial Property. 475 - 484

**15. MOTIONS**

To consider the following Motions included on the agenda at the request of the Members indicated:

**a) Housing Evictions - Motion Included on the Agenda by Councillor Nicola Pryce Roberts**

"The COVID-19 crisis has hit many in our communities disproportionately hard. The ban on eviction was due to end on 23rd August but was extended by four weeks.

Those most at risk of eviction are people who have lost their jobs and income and now face the threat of losing their rented homes due to rent arrears.

Citizens advice estimate that 4 million people have fallen behind with rent, council tax or telecoms payments.

The housing charity Shelter advise that 322,000 private renters have fallen into areas since the public health crisis began with 174,000 already having been threatened with eviction by landlords or letting agents.

The District Councils' Network warns that in total almost half a million - who spend over half their income on rent - could now be at risk of eviction. This includes 108,000 lone parents with children living with them and 100,000 young people aged between 16-24.

This council calls on the government to act, without delay, and extend the ban on eviction until Spring 2021 whilst simultaneously working on a scheme that would enable those with rent arrears to stay in their homes beyond that date."

**16. EXCLUSION OF PRESS AND PUBLIC**

It is recommended that members of the press and public be excluded from the meeting during consideration of the following item(s) of business in accordance with Section 100A(4) of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (Financial/Business) of Part 1 of Schedule 12A to the Act and as, in all the circumstances of the case the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

**PART 2 - NOT OPEN TO THE PUBLIC**

**17. LEISURE CONTRACT AND LEISURE PROCUREMENT REPORT**

**(To follow)**

To consider the report of the Corporate Director of Place and Community.

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

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

For further information, please contact:-  
Jacky Denning on 01695 585384  
Or email [jacky.denning@westlancs.gov.uk](mailto:jacky.denning@westlancs.gov.uk)



## **REMOTE MEETINGS – GUIDANCE**

**This guidance is designed to assist members when attending remote meetings.**

**The guidance should be read in conjunction with the Council's Remote Meetings Protocol and Procedures Rules**

### **General**

1. If members wish to speak on a particular item it will assist the smooth running of the remote meeting if they indicate to the Chairman their wish to speak in advance of the meeting.
2. Please join the meeting no later than 15 minutes before the start of the meeting to ensure that the technology is working correctly.
3. It is a requirement of the remote meetings regulations that any member participating in a remote meeting must be able to be heard (and if practicable also be seen) by all other members, officers and public speakers participating in the meeting and, in turn, be able to hear (and if practicable see) those persons.
4. It is also a requirement that the meeting be live broadcast and so any camera (video-feed) should show a non-descript background and members should take care to ensure that no exempt or confidential papers can be seen in the video-feed.
5. At the start of the meeting please ensure that your microphone is muted and your video feed (if available on your device) is paused. Please remember to unmute your microphone (and unpauses your video feed if available) when invited to speak by the Chairman!
6. At the start of the meeting the Member Services Officer will read out which Members and Officers are present. The attendance of



members will be recorded.

7. Please remember to mute your mic/pause your video feed when you're not talking.
8. Only speak when invited to by the Chair.
9. Please state your name before you make an address.
10. If you're referring to a specific page or slide mention the page or slide number.
11. In the event of failure of the live broadcast then the Chairman will immediately adjourn the meeting until such time as the live broadcast is restored.
12. In the event that a member's individual remote connection should fail, the Chairman will call a short adjournment to determine whether the connection can be re-established (either by video technology or telephone connection). If connection cannot be restored after a reasonable period of time then the presumption is that the meeting should continue, providing the meeting remains quorate.
13. If connection to a member is lost during discussion of an item of business at a regulatory meeting (planning and licensing committees) that member will not be able to vote on that item (unless that part of the discussion during which connection was lost is, in the view of the Chairman, capable of being repeated for the benefit of the member concerned).

### **Public speaking**

14. Any member of the public participating in a meeting remotely in exercise of their right to speak must be able to be heard (and if practicable also be seen) by members, officers and public speakers participating in the same item of business and, in turn, be able to hear (and if practicable see) those persons.
15. The Member Services Officer will mute the member of the public once they have spoken and remove them from the remote meeting on the instruction of the Chairman once the relevant item of

business has been dealt with. Note: members of the public will be able to view/listen to the remainder of the meeting via the live broadcast.

## **Voting**

16. Unless a recorded vote is called by a member, the method of voting will be, at the discretion of the Chairman, by:
  - General assent by the meeting (where there is no dissent); or
  - By the Member Services Officer calling out the name of each member present with members stating "for", "against" or "abstain" to indicate their vote when their name is called. The Member Services Officer will then clearly state the result of the vote (to be confirmed by the Chairman)
17. Details of how members voted will not be minuted, unless a recorded vote is called for prior to the vote taking place.

## **Declarations of Interest**

18. Any member participating in a remote meeting who declares a disclosable pecuniary interest, or pecuniary interest that would normally require them to leave the room in which the meeting is taking place must leave the remote meeting. Their departure will be confirmed by the Member Services Officer who will invite the relevant member to re-join the meeting at the appropriate time.

## **Exclusion of the Press and Public**

19. There are times when council meetings are not open to the public when confidential, or "exempt" items (as defined in Schedule 12A of the Local Government Act 1972) are under consideration. The Member Services Officer will ensure that there are no members of the public in remote attendance and the live broadcast is ended, once the exclusion has been agreed by the meeting for that item(s).
20. Every Member in remote attendance must ensure there are no other persons present in their remote location who are able to hear, see or record the proceedings (unless those such persons are also entitled to be so present). Members must declare to the meeting, if at any point during discussion of the item, this requirement is not met.

# 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		Notes
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest <b>because</b> it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/>          <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>          <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 20/09/16) or a pecuniary interest but it relates to the functions of my Council in respect of:  (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease.  (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends.  (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay.  (iv) An allowance, payment or indemnity given to Members  (v) Any ceremonial honour given to Members  (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>	<i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 15/09/20 – 14/09/24)	<input type="checkbox"/>	<i>See the terms of the dispensation</i>
6.	I have a pecuniary interest in the business but I can attend to make representations, answer questions or give evidence as the public are also allowed to attend the meeting for the same purpose	<input type="checkbox"/>	<i>You may speak but must leave the room once you have finished and cannot vote</i>

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

### **Interest**

Employment, office, trade, profession or vocation

Sponsorship

### **Prescribed description**

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

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

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

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

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

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

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

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

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

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

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

**'a connected person'** means

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

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

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

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

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

# Agenda Item 4

## COUNCIL

**HELD: Wednesday, 22 July 2020**

Start: 7.30 pm

Finish: 9.45 pm

## PRESENT:

Councillor: T Aldridge (Mayor)

M Nixon (Deputy Mayor)

Councillors:

I Ashcroft

Mrs P Baybutt

Mrs M Blake

T Blane

A Blundell

J Cairns

R Cooper

C Coughlan

V Cummins

S Currie

I Davis

C Dereli

N Delaney

T Devine

G Dowling

Mrs C Evans

D Evans

S Evans

J Finch

S Gregson

N Furey

Y Gagen

J Gordon

G Hodson

G Johnson

K Lockie

Mrs J Marshall

J Mee

M Mills

K Mitchell

J Monaghan

I Moran

P O`Neill

D O`Toole

G Owen

A Owens

E Pope

A Pritchard

I Rigby

N Pryce-Roberts

Mrs D Stephenson

A Sutton

J Thompson

D West

D Westley

Mrs M Westley

D Whittington

J Wilkie

K Wilkie

J Witter

K Wright

A Yates

Officers:

Jacqui Sinnott-Lacey, Chief Operating Officer

Heidi McDougall, Corporate Director of Place & Community

Chris Twomey, Corporate Director of Transformation & Resources

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

Matt Jones, Legal & Democratic Services Manager

Sharon Lewis, Head of Human Resources and Organisational Development

James Crowley - Leisure Project Development Manager, Leisure Project Development Manager

Thomas Lynan, Admin and Electoral Services Manager

Jacky Denning, Democratic Services Manager

Jill Ryan, Member Services Officer

**10 PRAYERS**

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

**11 APOLOGIES**

There were no apologies for absence.

**12 DECLARATIONS OF INTEREST**

The following declarations were received:

1. Councillors Aldridge and O'Toole declared a non pecuniary interest in relation to Agenda Item 8 'Update to the Community Infrastructure Levy and Section 106 Governance and Expenditure Framework' and 12 'Council Plan Annual Report 2019/20' as Members of Lancashire County Council (LCC) as did Councillors Coughlan and Gagen as employees of LCC, and indicated that they would not participate in any detailed discussions which affected LCC.
2. Councillors Ashcroft, Mrs Blake, Blane, Dereli, Gordon, Lockie, Mrs Marshall, Mee, Moran, Owen, Pope, Sutton and Whittington declared a non pecuniary interest in relation to Agenda Item 8 'Update to the Community Infrastructure Levy and Section 106 Governance and Expenditure Framework' and 12 'Council Plan Annual Report 2019/20' in relation to Parish Council matters in view of their membership of a Parish Council and indicated they would not participate in any detailed discussions which affected those bodies specifically.
3. Councillor Coughlan declared a pecuniary interest in relation to Agenda Item 16 'Leisure Contract Extension - Short Term Measures in Response to Covid 19' in respect of his appointment to West Lancashire Community Leisure.
4. Councillor Dowling declared a non-pecuniary interest in relation to agenda item 14(a) 'Motion - Fair Funding for Lancashire Constabulary' as a member appointed to the Police and Crime Panel, as did Councillor Baybutt as her son is a police officer in Lancashire Constabulary.

**13 MINUTES**

The minutes of the meetings of Council held on 26 February and 24 June 2020 were received as a correct record and signed by the Mayor.

**14 ANNOUNCEMENTS BY THE MAYOR AND/OR THE CHIEF OPERATING OFFICER**

There were no announcements

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

There were no items under this heading.

**16 MINUTES OF COMMITTEES**

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

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

- (a) Planning Committee held on Thursday, 19 March 2020
- (b) Planning Committee held on Thursday, 23 April 2020
- (c) Planning Committee held on Thursday 21 May 2020
- (d) Licensing & Appeals Committee held on Tuesday 2 June 2020
- (e) Planning Committee held on Thursday 18 June 2020

**17 UPDATE TO THE COMMUNITY INFRASTRUCTURE LEVY AND SECTION 106 GOVERNANCE AND EXPENDITURE FRAMEWORK**

Consideration was given to the report of the Corporate Director of Place and Community, as contained on pages 87 to 132 of the Book of Reports, which provided an update to the Community Infrastructure Levy (CIL) and Section 106 Governance and Expenditure Framework that had been prepared to respond to Government amendments to the CIL Regulations (2019), to reflect Cabinet decisions made since the adoption of the original Governance Framework and as a result of a best practice review of operations designed to ensure that the framework remains the most appropriate and effective approach for CIL and S106 expenditure.

A Motion that had been circulated prior to the meeting was moved and seconded.

A vote was taken on the Motion, which was CARRIED

RESOLVED: A. That the updated Community Infrastructure Levy and Section 106 Governance and Expenditure Framework, as attached at Appendix A to the report, be adopted with immediate effect, subject to:

- (i) An amendment of paragraphs 6.19 – 6.21 of the Governance and Expenditure Framework, to increase the amount of strategic CIL which can be allocated to smaller-scale projects each year through the CIL Funding Programme to £200,000.
  - (ii) The removal of the word "(annually)" from paragraph 4.2 of the Appendix '(Update to the) Governance Framework for Community Infrastructure Levy and Section 106 Expenditure – June 2020'
- B. That authority is given to the Corporate Director of Place and Community, in consultation with the relevant Portfolio Holder, to make any minor final amendments to the document, prior to publication.

**18 WEST LANCASHIRE ELECTORAL REVIEW - ELECTORAL CYCLE**

Consideration was given to the report of the Corporate Director of Transformation & Resources, as contained on pages 133 to 140 of the Book of Reports, which advised on the recommendations of the Electoral Review Working Group in respect of its consideration of potential changes to the electoral cycle from elections by thirds to whole Council elections and set out the statutory process for making a change, including the required consultation arrangements that would be required prior to any formal decision being taken by the Council to change.

A motion to approve the recommendations at paragraph 2.1 of the report, was moved and seconded.

An Amendment to the Motion, circulated prior to the meeting, was moved and seconded.

A vote was taken on the Amendment, which was LOST.

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

**RESOLVED:** That taking into account the recommendation of the Electoral Review Working Group, the Council's electoral cycle should remain as elections by thirds, rather than whole Council elections every four years.

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

**19 FINANCE UPDATE**

Consideration was given to the joint report of the Chief Operating Officer and Head of Finance, Procurement and Commercial Property, as contained on pages 141 to 152 of the Book of Reports, which provided a summary of the revenue outturn position for the 2019/20 financial year, an assessment of the impact of the coronavirus on the Council's finances, and considered updates to the Housing



capital programme and to the business plan for the Council's Development Company and associated actions.

A Motion circulated prior to the meeting, was moved and seconded.

An Amendment to the Motion, circulated prior to the meeting, was moved and seconded.

A vote was taken on the Amendment, which was LOST.

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

- RESOLVED:
- A. That the revenue outturn position for 2019/20 be noted and the proposed budget allocations set out in paragraphs 5.5 and 6.2 of the report be approved.
  - B. That the estimated financial impact of the coronavirus in 2020/21 be noted and kept under review during the current financial year.
  - C. That the proposed amendments to the HRA capital investment programme, the TVDL business plan, and the associated actions set out in section 10 of the report be approved.)

- D. That it be noted that the Leader has established the Tawd Valley Developments Shareholders Cabinet Working Group with the following terms of reference and membership:

***Tawd Valley Developments Shareholders Cabinet Working Group***

*Membership*

*(7 Members - 4 Lab 2 Con 1 OWL)*

*Labour: (Chairman) Councillor I Moran  
(Vice Chairman) Councillor A Yates  
Councillors J Wilkie and .....*

*Conservative: Councillors ..... and .....*

*Our West Lancs: Councillor .....*

*(Membership to include the Leader, Portfolio Holders for Transformation & Resources and Housing & Landlord Services.)*

*Functions*

*(a) To oversee and monitor the delivery of the Business Plan for the Tawd Valley Development Company and consider opportunities identified by the Board for future projects.*

*(b) To act as the consultee and provide recommendations to the Chief Operating Officer on the exercise of her*

*delegation to determine all matters, as the Shareholder for the Tawd Valley Development Company, on behalf of the Council.*

And accordingly, the existing delegation to the Chief Operating Officer set out in 'Constitution 4.2A: Scheme of Delegation to Chief Officers, be amended to read:

*"31. That the Chief Operating Officer, In consultation with the Tawd Valley Developments Shareholders Cabinet Working Group, be authorised to determine all matters, as the Shareholder for Tawd Valley Development Company, on behalf of the Council."*

## 20 REVIEW OF THE COMMERCIAL PROPERTY PORTFOLIO

Consideration was given to the Corporate Director of Transformation & Resources, as contained on pages 153 to 196 of the Book of Reports, which set out details of a review of the Council's existing Commercial Property Portfolio and advised on current performance and indicating future trends, demand and investment needs, including the further action that will be required to successfully manage the portfolio in the medium to longer term.

The report also set out the current statutory framework and background context which councils seeking to grow their commercial property portfolios need to consider, and proposed an "Investing in West Lancashire - Commercial Property Strategy".

A Motion circulated prior to the meeting, was moved and seconded.

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

- RESOLVED:
- A. That the contents of this report, including the future actions required, be noted.
  - B. That the "Investing in West Lancashire - Commercial Property Strategy", set out in Appendix 3 to the report, be approved, subject to the following:
    - (i) Paragraph 4.11 The maximum gross rental income that is derived from any one property within the entire portfolio will be set at 20% of total rental exposure. If the maximum gross rental income that is derived from any one tenant within the entire portfolio is to exceed 12.5% of total rental exposure, this will be subject to review by the Strategic Asset Purchasing Committee.
    - (ii) That paragraph 5.12 be removed.
  - C. That the terms of reference for the Strategic Asset Purchasing Committee be updated to include the following function:

"To approve commercial property investments with a value of

up to £5m in accordance with the Investing in West Lancashire - Commercial Property Strategy”.

**21 COUNCIL PLAN ANNUAL REPORT 2019/20**

Consideration was given to the report of the Corporate Director of Transformation and Resources, as contained on pages 197 to 230 of the Book of Reports, which presented the Council Plan Annual Report 2019/20.

- RESOLVED:
- A. That the Council Plan Annual Report 2019/20, attached at Appendix 1 to the report, be approved.
  - B. That authority is given to the Corporate Director of Transformation and Resources in consultation with the relevant Portfolio Holder to make any minor final amendments to the document, prior to publication.

**22 TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR PERFORMANCE 2019-20**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property, as contained on pages 231 to 238 of the Book of Reports, which advised of the Treasury Management performance and Prudential Indicators for the year ended 31 March 2020.

RESOLVED: That the performance for the 2019-20 financial year be noted.

**23 MOTIONS**

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

**24 FAIR FUNDING FOR LANCASHIRE CONSTABULARY - MOTION INCLUDED ON THE AGENDA BY COUNCILLOR COUGHLAN ON BEHALF OF THE LABOUR GROUP**

The following Altered Motion was moved and seconded, with the agreement of the meeting:

“This council calls for fair funding for Lancashire Constabulary and the return of the numbers of police officers that Lancashire has lost since 2010.

This council notes that Lancashire Constabulary has seen amongst the highest level of cuts of any police force in the country with a reduction of 753 police officers. That cuts have consequences and this has meant that Lancashire has seen an increase in violent crime, knife crime, county lines (drug dealing) and even homicides. By contrast, many forces in the south of England have seen no impact from austerity. Surrey, for example, has had a reduction of just 8 police officers (government figures) since 2010 and yet will receive 78 back this year. At the same time Lancashire will be allocated additional funding for just 153 police officers. This year Surrey will have 70 more police officers than in 2010 whilst in Lancashire we

will still have 600 fewer. This is unfair, unjust and simply unacceptable. Lancashire is not a second class county and we should not be treated as one.

This council wholeheartedly supports the campaign of our Police & Crime Commissioner to get fair funding for Lancashire Police and our Bobbies back on the streets of Lancashire, not more in leafy Surrey!!

This Council resolves that the Leader and relevant portfolio holder write formally to the Home Secretary to confirm our support for the Police and Crime Commissioner's calls for increased funding for the provision of police officers here in West Lancashire and across Lancashire Constabulary, and write to the PCC to confirm our support to him also."

An Amendment to the Motion was moved and seconded.

A vote was taken on the Amendment, which was LOST

During consideration of the Altered Motion, agreement to the removal of the word "leafy" was accepted by the mover, the seconder and with the agreement of the meeting.

A vote was taken on the Altered Motion, as amended, which was CARRIED.

- RESOLVED:
- A. That this council calls for fair funding for Lancashire Constabulary and the return of the numbers of police officers that Lancashire has lost since 2010.
  - B. That this council notes that Lancashire Constabulary has seen amongst the highest level of cuts of any police force in the country with a reduction of 753 police officers. That cuts have consequences and this has meant that Lancashire has seen an increase in violent crime, knife crime, county lines (drug dealing) and even homicides. By contrast, many forces in the south of England have seen no impact from austerity. Surrey, for example, has had a reduction of just 8 police officers (government figures) since 2010 and yet will receive 78 back this year. At the same time Lancashire will be allocated additional funding for just 153 police officers. This year Surrey will have 70 more police officers than in 2010 whilst in Lancashire we will still have 600 fewer. This is unfair, unjust and simply unacceptable. Lancashire is not a second class county and we should not be treated as one.
  - C. That this council wholeheartedly supports the campaign of our Police & Crime Commissioner to get fair funding for Lancashire Police and our Bobbies back on the streets of Lancashire, not more in Surrey!!
  - D. That the Leader and relevant portfolio holder write formally to the Home Secretary to confirm our support for the Police and

Crime Commissioner's (PCC) calls for increased funding for the provision of police officers here in West Lancashire and across Lancashire Constabulary, and write to the PCC to confirm our support to him also.

25 **APPRENTICESHIPS - MOTION FROM CLLR ADRIAN OWENS ON BEHALF OF THE OUR WEST LANCASHIRE GROUP**

"Council notes that this Council is increasing the number of apprenticeships offered within the organisation and that a number of apprenticeships have been started in recent months or are scheduled to start shortly and this is to be warmly welcomed.

However, council further notes with concern that the effects of the Covid-19 pandemic on the employment prospects of young people have been very negative. Youth charity, Impetus point out:

- That in June 2020 twice as many young people are now claiming unemployment benefits compared to March 2020, with 13% of the youth labour force now claiming benefits.
- That this summer, a further 500,000 young people will leave education and try to enter the labour market.
- Young people are 2.5 times as likely to work in shut-down sectors, accounting for 30% of all 18-24 year olds. This has meant that one-third of 18-24 year olds – excluding students – have either lost their jobs or been furloughed. That's double the rate of prime age adults.
- 9% of non-full-time students have lost their main job since COVID-19 hit – three times higher than the average figure.

Therefore, Council resolves to:

- Create additional new 2-year Level 3 apprenticeships directed at the 18-25 year old age range. These apprenticeships to be additional to those already planned by the council and agrees to provide £100,000 from GRA reserves and £100,000 from HRA reserves to fund these additional apprenticeship roles.
- Use the commitment to apprenticeships for young people that these additional apprenticeships demonstrate to engage with the wider business community in West Lancashire to encourage greater provision of apprenticeships for young people in West Lancashire during 2020/21."

An Amendment to the Motion, circulated prior to the meeting, was moved and seconded.

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

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

RESOLVED: A. That it be noted that this Council is increasing the number of apprenticeships offered within the organisation and that a number of apprenticeships have been started in recent months or are scheduled to start shortly and this is to be warmly welcomed. That this Labour run council has a strong record of action when it

comes to creating opportunities within the council and working with employers large and small across the borough and education providers, including West Lancashire College and that this action has resulted in the creation of 33 meaningful apprenticeships within the Council (25 new starts since 1 April 2017) and this doesn't include those apprenticeships created through our contractor partners in housing services.

- B. That it be noted with concern that the effects of the Covid-19 pandemic on the employment prospects of young people have been very negative. Youth charity, Impetus point out:
- That in June 2020 twice as many young people are now claiming unemployment benefits compared to March 2020, with 13% of the youth labour force now claiming benefits.
  - That this summer, a further 500,000 young people will leave education and try to enter the labour market.
  - Young people are 2.5 times as likely to work in shut-down sectors, accounting for 30% of all 18-24 year olds. This has meant that one-third of 18-24 year olds – excluding students – have either lost their jobs or been furloughed. That's double the rate of prime age adults.
  - 9% of non-full-time students have lost their main job since COVID-19 hit – three times higher than the average figure.
- C. That this council welcomes the announcement by the Chancellor on 8 July that HM Treasury will provide £2 billion under the Kickstart Scheme specifically targeted to support the creation of opportunities for those seeking work, in particular for those in the 16-25 year old age group. As the Kickstart Scheme is based on Labour's successful Future Jobs Fund, it should help many young people to access work. At this time no detail has been given on how the scheme(s) will work particularly within local authorities. There is also the uncertainty of Council's financial position due to the COVID-19 pandemic and the lack of proper funding from central government.
- D. That this council resolves to:
- 1) Use the commitment from Government to provide support for those seeking work, including the creation of apprenticeships for young people, to continue to engage in providing meaningful apprenticeship schemes in the council in a prudent and financially sustainable manner.
  - 2) Continue to work with the wider business community in West Lancashire to encourage greater provision of apprenticeships.
  - 3) Write to the Chancellor, The Right Hon Rishi Sunak MP and

Minister for Apprenticeships and Skills, The Hon Gillian Keegan MP calling on the Government to provide funding in support of apprenticeship schemes beyond 2021.

- 4) Bring a report back to the October 2020 Council meeting on a plan to if possible recruit more apprentices taking into account our financial position and having fully received and understood the government's new policies/directives on apprenticeships.

26 **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 & 3 of Part 1 of Schedule 12A of that Act and as, in all the circumstances of the case, the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

27 **LEISURE CONTRACT EXTENSION - SHORT TERM MEASURES IN RESPONSE TO COVID 19**

Consideration was given to the report of the Corporate Director of Place and Communities, as contained on pages 239 – 252 of the Book of Reports, which provided an update on the current position in relation to the Leisure Contract as a consequence of COVID-19 and sought approval to the proposed approach for the next nine months (July-March 2020)

RESOLVED: That the decision of Cabinet in relation to recommendations 2.1 and 2.2 of the report be noted and endorsed and the financial and resource implications of an extension to the leisure contract between the Council, WLCLT and Serco to 31 March 2021, as set out at paragraph 7 of the report, be noted and approved.

28 **REVISED CHRISTMAS WORKING ARRANGEMENTS AND CHANGES TO THE HARMONISATION AND SINGLE STATUS DOCUMENT**

Consideration was given to the report of the Corporate Director of Transformation & Resources, as contained on pages 253 – 308 of the Book of Reports, which set out a revision of the terms and conditions of staff as detailed in the Harmonisation and Single Status Document to facilitate the more efficient delivery of services during the weeks around Christmas and New Year.

RESOLVED: A. That the proposed changes to the Harmonisation and Single Status Document July 2020, as presented at Appendix 1 to the report, be approved.

- B. That the additional funding required to implement the changes outlined be approved.

.....  
**THE MAYOR**



## PLANNING COMMITTEE

**HELD:** Thursday, 9 July 2020

Start: 7.00 p.m.

Finish: 7.30 p.m.

### PRESENT:

Councillor: G Owen (Chairman)  
A Pritchard (Vice-Chairman)

Councillors: I Ashcroft  
Mrs P Baybutt  
N Delaney  
T Devine  
S Evans  
J Finch  
D O'Toole  
E Pope  
J Thompson

In attendance: Councillor A Blundell (Scarbrick Ward)  
Councillor D Evans (Planning Portfolio Holder)

Officers: Heidi McDougall, Corporate Director of Place and Community  
Ian Gill, Head of Growth and Development  
Catherine Thomas, Development, Heritage and Environment Manager  
Jacky Denning, Democratic Services Manager  
Ann Veevers, Principal Planning Officer  
Judith Williams, Assistant Solicitor  
David Delaney, Legal Assistant Planning  
Jill Ryan, Member Services/Civic Officer

#### 1 **APOLOGIES**

There were no apologies for absence received.

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

There were no changes to the membership of the Committee.

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

There were no items of urgent business.

#### 4 **DECLARATIONS OF INTEREST**

There were no Declarations of Interest received.

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

There were no Declarations of Party Whip.

**6 MINUTES**

RESOLVED: That the minutes of the meeting held on the 18 June 2020 be approved as a correct record and signed by the Chairman.

**7 PLANNING APPLICATIONS**

The Corporate Director of Place and Community submitted a report on planning applications (all prefixed 2019 unless otherwise stated) as contained on pages 13 to 56 of the Book of Reports and on pages 57 to 59 of the Late Information Report.

(Notes:

1. 2 Objectors spoke in connection with planning application 0747/FUL relating to Bungalow Farm, Heatons Bridge Road, Scarisbrick.
2. It was moved and seconded that an adjournment of the meeting be agreed until Thursday 16 July 2020 at 7.00pm due to the live webcast link not working and therefore, no members of the public were able to watch the meeting).

**8 2019/0747/FUL - BUNGALOW FARM, HEATONS BRIDGE ROAD, SCARISBRICK**

The application will be discussed at the meeting scheduled 16 July 2020 at 7pm.

**9 2019/1182/ARM - SITE OF FORMER YEW TREE FARM, LIVERPOOL ROAD SOUTH, BURSCOUGH**

The application will be discussed at the meeting scheduled 16 July 2020 at 7pm.

.....  
**Chairman**

## PLANNING COMMITTEE

**HELD: Thursday, 16 July 2020**

Start: 7.00 p.m.

Finish: 9.58 p.m.

### PRESENT:

Councillor: G Owen (Chairman)  
A Pritchard (Vice Chairman)

Councillors: I Ashcroft J Finch  
Mrs P Baybutt E Pope  
N Delaney J Thompson  
T Devine D Westley  
S Evans

In attendance: Councillor A Blundell (Scarisbrick Ward)  
Councillor C Dereli (Burscough West Ward)  
Councillor D Evans (Portfolio Holder – Planning)

Officers: Heidi McDougall, Corporate Director of Place and Community  
Ian Gill, Head of Growth and Development  
Catherine Thomas, Development, Heritage and Environment Manager  
Jacky Denning, Democratic Services Manager  
Ann Veevers, Principal Planning Officer  
Judith Williams, Assistant Solicitor  
David Delaney, Legal Assistant (Planning)  
Jill Ryan, Member Services Officer

### 10 APOLOGIES

There were no apologies for absence received.

### 11 MEMBERSHIP OF THE COMMITTEE

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

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

There were no items of urgent business.

### 13 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

### 14 DECLARATIONS OF PARTY WHIP

There were no Declarations of Party Whip.

**15 MINUTES**

RESOLVED: That the minutes of the meeting held on the 18 June 2020 be approved as a correct record and signed by the Chairman.

**16 PLANNING APPLICATIONS**

The Corporate Director of Place and Community submitted a report on planning applications (all prefixed 2019 unless otherwise stated) as contained on pages 13 to 56 of the Book of Reports and on pages 57 to 59 of the Late Information Report.

(Notes:

1. 4 Objectors and the Agent spoke in connection with planning application 0747/FUL relating to Bungalow Farm, Heatons Bridge Road, Scarisbrick.
2. Parish Councillor Herbert spoke on behalf of Scarisbrick Parish Council in connection with planning application 0747/FUL relating to Bungalow Farm, Heatons Bridge Road, Scarisbrick.
3. In accordance with Regulatory Procedure Rule 7(b) Councillor Alex Blundell spoke in connection with planning application 0747/FUL relating to Bungalow Farm, Heatons Bridge Road, Scarisbrick.
4. In accordance with Regulatory Procedure Rule 7(b) Councillor Cynthia Dereli spoke in connection with planning application 1182/ARM relating to Site of Former Yew Tree Farm, Liverpool Road South, Burscough.
5. Parish Councillor Kennedy spoke on behalf of Burscough Town Council in connection with planning application 1182/ARM relating to the Site of the Former Yew Tree Farm, Liverpool Road South, Burscough.

**17 2019/0747/FUL - BUNGALOW FARM, HEATONS BRIDGE ROAD, SCARISBRICK**

RESOLVED: That planning application 0747/FUL relating to Bungalow Farm, Heatons Bridge Road, Scarisbrick be deferred to seek further information.

**18 2019/1182/ARM - SITE OF FORMER YEW TREE FARM, LIVERPOOL ROAD SOUTH, BURSCOUGH**

RESOLVED: That the reserved matters application 1182/ARM relating to the site of former Yew Tree Farm, Liverpool Road South, Burscough be approved subject to the conditions as set out on pages 49 to 55 of the Book of Reports.

.....  
**Chairman**

## AUDIT & GOVERNANCE COMMITTEE

**HELD:** Tuesday, 28 July 2020

Start: 6.30 pm

Finish: 8.00 pm

### PRESENT:

Councillor: N Furey (Chairman)  
P O'Neill (Vice-Chairman)

Councillors: T Blane N Pryce-Roberts  
I Davis C Dereli  
N Delaney J Gordon  
J Mee E Pope  
A Pritchard

In attendance: Councillor J Finch – Digmaor Ward

Officers: Mike Kostrzewski, Deputy Borough Treasurer  
Marc Taylor, Head of Finance, Procurement and Commercial  
Property  
Jacqueline Pendleton, Internal Audit Manager  
Kay Lovelady, Principal Solicitor  
Tom Dickinson, Principal Solicitor  
Jill Ryan, Member Services / Civic Officer  
Kirsty Breakell, Member Services / Civic Officer

### 1 APOLOGIES

There were no apologies received.

### 2 MEMBERSHIP OF THE COMMITTEE

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

### 3 URGENT BUSINESS

There were no urgent items of business.

### 4 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 5 MINUTES OF PREVIOUS MEETING

RESOLVED: That the minutes of the meeting held on the 28 January 2020, be approved as a correct record and signed by the Chairman.

### 6 PUBLIC SPEAKING

There were no items under this heading.

**7 INTERNAL AUDIT ANNUAL REPORT**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property as contained on pages 95–106 of the Book of Reports, the purpose of which is to provide an annual report summarising the work undertaken by Internal Audit for 2019/20.

The Chairman invited the Internal Audit Manager to present the report to the Committee. An overview of the report was presented, including the impact of Covid-19. A table of assurances has been prepared, using a similar method to those used in audit reviews. These were explained and it was confirmed that follow up reviews would also be carried out in relation to these matters and any findings reported back to the Committee. The Audit Team will continue to develop working practices and will report monthly to the Management Team. As such, additional items may be added to the work programme moving forwards.

Comments and questions were raised in respect of the following:

- Areas of concern to monitor
- Protecting future risks

RESOLVED: That the report be noted.

**8 ANNUAL GOVERNANCE STATEMENT**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property as contained on pages 107–114 of the Book of Reports, the purpose of which is to consider the Council's Annual Governance Statement.

The Chairman invited the Head of Finance, Procurement and Commercial Property to present the report to the Committee. It was confirmed that an action plan has been implemented regarding an overview of the future financial position of the Authority, the impact of Coronavirus and general data protection regulation, which shall be reported back to the Committee.

Comments and questions were raised in respect of the following:

- Keeping the Portfolio Holder and Members updated
- Update reports being sent to Council

RESOLVED: That the Annual Governance Statement 2019/20, set out in appendix 1, be approved and commended to the Leader and Chief Operating Officer for signature.

**9 GRANT THORNTON PROGRESS UPDATE**

Consideration was given to the report of the Head of Finance, Procurement and

Commercial Property as contained on pages 115–138 of the Book of Reports, the purpose of which was to receive an update from the Council's external Auditors, Grant Thornton, on a range of different matters.

The Chairman invited Gerard Small from Grant Thornton to present the Progress Report to the Committee. Gerard explained Grant Thornton's approach to audit and the areas of risk to be considered. He confirmed their commitment to work to the highest standards and provide quality audits despite the challenges resulting from the Coronavirus Pandemic, which are impacting the way they work resulting in an increase of their fees. He also advised of the shift in attitude of the Financial Regulator's (The Financial Reporting Council) expectations, when they carry out audits meaning more time is now spent on the details of the Audit by their Management, increasing the quality of the audit.

Comments and questions were raised regarding the following:

- The liability of the pension fund
- 20% increase of fees.
- Grant Thornton being the Council's Auditors and the pension fund Auditors and therefore appearing to not agree with themselves when pension issues are raised separately with each Authority.
- Grant Thornton Auditors remaining independent and autonomous, and must challenge each other's opinions. Must be treated as separate bodies.
- Similar fee increases being experienced across the County.
- When is the tender due for renewal

RESOLVED: That the updates be noted.

10 **INTERNAL AUDIT PROGRESS REPORT 2019/20**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property as contained on pages 7–18 of the Book of Reports, the purpose of which is to advise the Committee of progress against the 2019/20 Internal Audit Plan.

The Chairman invited the Internal Audit Manger to present the report to the Committee. A summary was provided of the progress made for the period 16<sup>th</sup> October 2019 to 15<sup>th</sup> July 2020, including the impact of the Coronavirus Pandemic and staff being seconded to other departments to help. Future updates will be provided to the Committee.

Comments and questions were raised in respect of the following:

- Business Rates (Moderate Assurance)
- Review of Business Support Function

RESOLVED: That Members note progress in the year to date.

11 **INTERNAL AUDIT ANNUAL PLAN 2020/21**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property as contained on pages 19–28 of the Book of Reports, the purpose of which is to provide Members with the background to the preparation of the 2020/21 Internal Audit Plan and to present it for approval.

The Chairman invited the Internal Audit Manager to present the report to the Committee. The Internal Audit Manager advised that she was proposing that the plan runs from 1<sup>st</sup> July 2020 to 31<sup>st</sup> March 2021, to take into account recent and future coronavirus effects.

Comments and questions were raised as follows:

- Provision of equipment provided to Councillors
- How future meetings may be conducted
- Parishes – Accountancy functions

**RESOLVED:** That the Internal Audit Plan 2020/21 attached at Appendix 1 be approved to take effect from 1 July 2020.

**12 INTERNAL AUDIT CHARTER 2020/21**

Consideration was given to the report of the Head of Finance, Procurement and Commercial Property as contained on pages 29–50 of the Book of Reports, the purpose of which is to present the Internal Audit Charter 2020/21 to Members for approval.

The Chairman invited the Internal Audit Manager to present the report to the Committee. The Internal Audit Manager confirmed that having a Charter is a requirement of the Public Sector Internal Audit Standards, so will be brought to the Committee every year, with updates being sent to Members for approval.

**RESOLVED:** That the Internal Audit Charter 2020/21 attached at appendix 1 to the report, be approved to take effect from 28 July 2020.

**13 RIPA ACT - REGULAR MONITORING OF USE OF POWERS**

Consideration was given to the report of the Legal and Democratic Services Manager as contained on pages 51–80 of the Book of Reports, the purpose of which was to provide an update on the use of the Regulation of Investigatory Powers Act 2000.

The Chairman invited Kay Lovelady, Principal Solicitor, to present the report to the Committee on behalf of the Manager of Legal and Democratic Services. An overview of the Act was provided to Members. A desk top review by the Investigatory Powers Commission, only noted one minor amendment. Thanks were expressed to Judith Williams for her work over the last 12 months and for training, updating and keeping the process running smoothly in general. Will continue to provide verbal updates if the Committee agrees.

**RESOLVED:**



- That it be noted that there have been no authorisations for the use of covert surveillance since the last meeting of the Audit and Governance Committee.
- That the satisfactory outcome of a desk-top RIPA inspection, conducted by the Investigatory Powers Commissioner, be noted
- That the minor amendment to the RIPA policy (appendix 1), by the replacing of references to the "Chief Surveillance Commissioner" with references to the "Investigatory Powers Commissioner" be noted.

14 **WHISTLEBLOWING CODE**

Consideration was given to the joint report of the Legal and Democratic Services Manager and the Head of Finance, Procurement and Commercial Property as contained on pages 95–106 of the Book of Reports, the purpose of which is to advise of any necessary amendments to the Council's Whistleblowing Code.

Kay Lovelady, Principal Solicitor, confirmed there no amendments to the code.

RESOLVED: That it be noted that there are no amendments to the Code.

15 **WORK PROGRAMME**

Consideration was given to the report of the Committee's Work Programme as set out on pages 93-94 of the Book of Reports.

Comments and questions were raised in respect of the following:

- Need a briefing topic for July 2021 meeting

RESOLVED: That the work programme be noted  
(Chairman was to provide Marc Taylor with details of any future briefings required)

.....  
**Chairman**



## PLANNING COMMITTEE

**HELD:** Thursday, 30 July 2020

Start: 7.00 p.m.

Finish: 7.45 p.m.

### PRESENT:

Councillor: G Owen (Chairman)  
A Pritchard (Vice-Chairman)

Councillors: I Ashcroft J Finch  
Mrs P Baybutt D O'Toole  
N Delaney E Pope  
T Devine J Thompson  
S Evans

In attendance: Councillor D Evans (Planning Portfolio Holder)  
Councillor Ian Rigby (Bickerstaffe Ward)

Officers: Ian Gill, Head of Growth and Development  
Ann Veevers, Principal Planning Officer  
Mark Loughran, Principal Planning Officer  
David Delaney, Legal Assistant (Planning)  
Julia Brown, Member Services Officer  
Jill Ryan, Member Services Officer

### 19 APOLOGIES

There were no apologies received.

### 20 MEMBERSHIP OF THE COMMITTEE

There were no changes to the membership of the committee.

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

There were no items of urgent business.

### 22 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

### 23 DECLARATIONS OF PARTY WHIP

There were no Declarations of Party Whip.

### 24 MINUTES

RESOLVED: That the minutes of the meetings held on the 9 and 16 July be approved as a correct record and signed by the Chairman.

**25 PLANNING APPLICATIONS**

The Corporate Director of Place and Community submitted a report on planning applications (all prefixed 2020 unless otherwise stated) as contained on pages 77 to 114 of the Book of Reports and on pages 115 to 116 of the Late Information Report.

(Notes:

1. In accordance with Regulatory Procedure Rule 7(b) Councillor Ian Rigby spoke in connection with planning application LCC/2020/0024 relating to Land at Simonswood Moss North Perimeter Road, Knowsley Industrial Park, Kirkby and left the meeting at the conclusion of this application.
2. Parish Councillor Abram spoke on behalf of North Meols Parish Council in connection with planning application 2019/1226/FUL relating to the New Fleetwood, 1 Hoole Lane, Banks and left the meeting at the conclusion of this application.
3. The Agent spoke in connection with planning application 2019/1226/FUL relating to the New Fleetwood, 1 Hoole Lane, Banks and left the meeting at the conclusion of this application).

**26 LCC/2020/0024 - LAND AT SIMONSWOOD MOSS NORTH PERIMETER ROAD, KNOWSLEY INDUSTRIAL PARK, KIRKBY**

RESOLVED: That in respect of application number LCC/2020/0024, Land at Simonswood Moss North Perimeter Road, Knowsley Industrial Park, Kirby the Council submit objections to Lancashire County Council as set out on pages 77 to 78 of the Book of Reports.

**27 2020/0267/FUL - 12 SMALL LANE, ORMSKIRK, LANCASHIRE**

RESOLVED: That planning application 0267/FUL relating to 12 Small Lane, Ormskirk be refused for the reason as set out on page 89 of the Book of Reports.

**28 2019/1226/FUL - THE NEW FLEETWOOD, 1 HOOLE LANE, BANKS, SOUTHPORT**

RESOLVED: That planning application 2019/1226/FUL relating to the New Fleetwood, 1 Hoole Lane, Banks be approved subject to the conditions as set out on pages 96 to 99 of the Book of Reports.

**29 2019/1247/FUL - 24 - 26 DERBY STREET, ORMSKIRK, LANCASHIRE**

RESOLVED: That planning application 2019/1247/FUL relating to 24-26 Derby Street, Ormskirk be approved subject to the conditions as set out on pages 108 to 110 of the Book of Reports.

**30 2020/0353/WL3 - 40 TONGBARN, SKELMERSDALE, LANCASHIRE**

**RESOLVED:** That planning application 0353/WL3 relating to 40 Tongbarn, Skelmersdale be approved subject to the conditions as set out on page 113 of the Book of Reports.

.....  
**Chairman**



# Agenda Item 7e

## PLANNING COMMITTEE

**HELD: Thursday, 10 September 2020**

Start: 7.00 p.m.

Finish: 8.25 p.m.

## PRESENT:

Councillor: G Owen (Chairman)  
A Pritchard (Vice-Chairman)

Councillors: I Ashcroft Mrs P Baybutt  
A Blundell N Delaney  
T Devine S Evans  
J Finch E Pope  
J Thompson

Officers: Ian Gill, Head of Growth and Development  
Cath Thomas, Development, Heritage and Environment Manager  
Mark Loughran, Principal Planning Officer  
David Delaney, Legal Assistant (Planning)  
Jill Ryan, Senior Member Services Officer  
Julia Brown, Member Services Officer

In attendance: Councillor D Evans (Planning Portfolio Holder)  
Councillor M Mills (Halsall Ward)

### 31 APOLOGIES

There were no apologies for absence received.

### 32 MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, the Committee noted the termination of Councillor D O'Toole and the appointment of Councillor A Blundell for this meeting only, thereby giving effect to the wishes of the Political Groups.

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

There were no items of urgent business.

### 34 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

### 35 DECLARATIONS OF PARTY WHIP

There were no Declarations of Party Whip.

### 36 MINUTES

RESOLVED: That the minutes of the meeting held on the 30 July 2020 be approved as a correct record and signed by the Chairman.

**37 PLANNING APPLICATIONS**

The Corporate Director of Place and Community submitted a report on planning applications (all prefixed 2020 unless otherwise stated) as contained on pages 133 to 179 of the Book of Reports and on pages 117 to 120 of the Late Information Report.

(Notes:

1. In accordance with Regulatory Procedure Rule 7(b), Councillor Maureen Mills spoke in connection with planning applications 1058/OUT, 52A New Cut Lane, Halsall and 0606/FUL relating to 72 New Cut Lane, Halsall and left the meeting after consideration of these applications.
2. A Parish Councillor from Halsall Parish Council spoke in connection with planning applications 1058/OUT, 52A New Cut Lane, Halsall and 0606/FUL relating to 72 New Cut Lane, Halsall and left the meeting after consideration of these applications.
3. Two Objectors spoke in connection with 1057/OUT, 52A New Cut Lane, Halsall and left the meeting after consideration of this application.)

**38 2019/1003/FUL - BARN LODGE VETERINARY HOSPITAL, 54A SOUTHPORT ROAD, ORMSKIRK**

RESOLVED: That planning application 2019/1003/FUL relating to Barn Lodge Veterinary Hospital, 64A Southport Road, Ormskirk had been withdrawn from the agenda by Officers to allow for further consideration.

**39 2020/0263/OUT - HUNTERS, MOORGATE, ORMSKIRK**

RESOLVED: That in respect of planning application 0263/OUT relating to Hunters, Moorgate, Ormskirk:

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

Delivery, terms and conditions of the affordable housing units  
Provision of specialist housing for the elderly

- (ii) That any planning permission granted by the Corporate Director of Place and Community be pursuant to the conditions as set out on pages 150 to 155 of the Book of Reports and with the amendment of Condition 4 as set out on page 118 of the Late Information Report.



40 **2020/1058/OUT - 52A NEW CUT LANE, HALSALL**

RESOLVED: That planning application 1058/OUT relating to 52A New Cut Lane, Halsall be refused for the reasons as set out on pages 163 to 164 of the Book of Reports and with the amended reason for refusal as set out below:-

**Reason 2**

The proposed development conflicts with Policy GN3 of the West Lancashire Local Plan in that the layout of plot 1 would detrimentally impact upon the amenity of adjacent occupiers residing at no.48 and 54 New Cut Lane by reason of overlooking to their rear garden areas.

41 **2020/0606/FUL - 72 NEW CUT LANE, HALSALL**

RESOLVED: That planning application 0606/FUL relating to 72 New Cut Lane, Halsall be approved subject to the conditions as set out on pages 168 to 171 of the Book of Reports.

42 **2020/0317/FUL - 56 GRANVILLE PARK WEST, AUGHTON**

RESOLVED: That planning application 0317/FUL relating to 56 Granville Park West, Aughton be approved subject to the conditions as set out on pages 177 to 179 of the Book of Reports and with the additional condition as set out on page 120 of the Late Information Report.

43 **ADOPTION OF THE WEST LANCASHIRE STATEMENT OF COMMUNITY INVOLVEMENT 2020**

Consideration was given to report of the Corporate Director of Place and Community as contained on pages 181 to 302 of the Book of Reports. The purpose of which, was for any agreed comments on the report, the Statement of Community Involvement 2020 (SCI) and its Addendum and the Consultation Report be referred to the Corporate Director of Place and Community for consideration, in consultation with the Portfolio Holder.

The following comments were agreed.

RESOLVED: (A) That the SCI should make clear that paper resources will be accepted for all consultations (rather than only allowing online responses for certain consultations).

(B) That the SCI should make explicitly clear that Ward Councillors can speak at Planning Committee.

(C) That the SCI should state that the Addendum only applies when Government restrictions require it to apply.

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

# Agenda Item 7f

## STANDARDS COMMITTEE

**HELD:** Tuesday, 15 September 2020

Start: 5.00 pm

Finish: 5.15 pm

### PRESENT:

Councillor: I Moran (Chairman)

Councillors: D Westley (Vice Chairman) I Davis  
D Evans Mrs J Marshall  
K Wright

In attendance: J Stopford, L Webster, S Garvey

Officers: Matt Jones – Legal and Democratic Services Manager  
Kay Lovelady – Principal Solicitor  
Jill Ryan – Senior Member Services Officer  
Kirsty Breakell, Member Services / Civic Officer

### 13 APOLOGIES

There were no apologies

### 14 MEMBERSHIP OF THE COMMITTEE

There were no changes to the Membership of the Committee

### 15 DECLARATIONS OF INTEREST

There were no declarations of interest

### 16 URGENT BUSINESS

There was no urgent business

### 17 PUBLIC SPEAKING

There was no public speaking

### 18 MINUTES

RESOLVED: That the minutes of the meeting held on the 17 September 2019, be approved as a correct record.

### 19 APPOINTMENT OF PARISH/TOWN COUNCIL REPRESENTATIVES ON THE STANDARDS COMMITTEE

The Chairman welcomed the Parish Councillors to the Committee.

RESOLVED: That the appointment of Parish Councillors Justin Stopford and Linda

Webster for a 3 year term of office ending in May 2023 be noted.

**20 DISPENSATIONS**

The Legal and Democratic Services Manager presented the Dispensations Report as contained on pages 15 – 18 of the Book of Reports, which sought approval to grant a dispensation to Members to allow them to continue to speak and vote at Council meetings in relation to relevant lines in the budget and specific functions of the Council.

**RESOLVED:**

- A. That a dispensation be granted, until 14 September 2024, to all Members who have disclosable pecuniary, or pecuniary interests in relation to relevant lines in the budget, to allow them to participate and vote in budget debates.
- B. That a dispensation in the following terms be granted until 14 September 2024 to all Members and Co-Opted Members of the Borough Council and all Members of the Parish Councils in West Lancashire. (insofar as it is applicable and within the Committee's powers):  
"Subject to you disclosing the interest at the meeting, you may attend a meeting and vote on a matter where you have a disclosable pecuniary or pecuniary interest that relates to the functions of the Council in respect of:-
  - (i) Housing where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease.
  - (ii) School meals, or school transport and travelling expenses where you are 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 under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or entitled to the receipt of, such pay.
  - (iv) An allowance, payment or indemnity given to Members.
  - (v) Any ceremonial honour given to Members; and
  - (vi) Setting council tax or a precept under the Local Government Finance Act 1992.

**21 STANDARDS COMMITTEE ANNUAL REPORT 2019-2020**

The Legal and Democratic Services Manager presented the Standards Committee Annual Report as contained on pages 21 – 30 of the Book of Reports.

**RESOLVED:** That the Standards Committee Annual Report 2019/20, attached as an appendix, be noted, endorsed and published on the Council's website.

**22 ANNUAL MONITORING OF TRAINING REPORT**

Consideration was given to the report of the Legal and Democratic Services Manager as contained on pages 31 – 35 of the Book of Reports which was to consider and evaluate the effectiveness of the training undertaken to date in relation to the Code of Conduct and standards.

RESOLVED: That the training undertaken and the evaluation of it be noted.

**23 NATIONAL REVIEW OF LOCAL GOVERNMENT ETHICAL STANDARDS**

Consideration was given to the report of the Legal and Democratic Services Manager as contained on pages 37 – 40 of the Book of Reports which provided an update on actions taken in consideration of the best practice recommendations of the Committee on Standards in Public Life following its national review of Local Government Ethical Standards.

RESOLVED:

- A. That the update at appendix B be noted
- B. That in relation to best practice recommendation 11, the consultation letter at appendix C be approved and circulated to all parish councils within West Lancashire.

**24 COMPLAINTS STATISTICS**

Consideration was given to the report of the Legal and Democratic Services Manager as contained on pages 183 – 184 of the Book of Reports which provides statistical information in relation to standards complaints.

RESOLVED: That the Standards Complaints Statistics attached at appendix A & B, be noted.

**25 WORK PROGRAMME**

RESOLVED: That the work programme be noted.

**26 EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 2, Part 1 of Schedule 12A and outweighs the public interest in disclosing the information.

**27 INDEPENDENT PERSONS**

Consideration was given to the report of the Legal and Democratic Services Manger as contained on pages 195 – 198 of the Book of Reports the purpose of which was to note that in accordance with best practice the Council should have access to two Independent Persons, to agree the process for appointment following the arising of a vacancy and to consider a review of the Independent Person protocol.

RESOLVED:

- A. That it be noted that, in accordance with best practice, the Council should have access to two Independent Persons.
- B. That a vacancy in the position of Independent Person (Appendix 1) be noted.

- C. That the process for appointing a second Independent Person, set out at paragraph 4.2 of the report, be approved.
- D. That the Work Programme for Standards Committee include a review of the Independent Person protocol (Appendix 4).

.....  
**Chairman**



**CABINET: 8 SEPTEMBER 2020**

**EXECUTIVE OVERVIEW &  
SCRUTINY COMMITTEE: 24 SEPTEMBER  
2020**

**COUNCIL: 14 OCTOBER 2020**

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**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](mailto:Chris.Twomey@westlancs.gov.uk))**

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**SUBJECT: COUNCIL VISION & PLAN 2020/21-2022/23**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To report the results of the draft Council Plan consultation and agree amendments to the draft Council Plan.
- 1.2 To seek approval to adopt the document attached at Appendix A as the "Council Plan 2020/21 – 2022/23".

## **2.0 RECOMMENDATIONS TO CABINET**

- 2.1 That the results of the consultation and responses set out at Appendix B be noted.
- 2.2 That the revised Council Plan 2020/21 – 2022/23 attached at Appendix A be approved to take forward to Council for adoption.
- 2.3 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 24 September 2020.

## **3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE**

- 3.1 That the document attached at Appendix A the draft Council Plan 2020/21 – 2022/23 be considered and that agreed comments be referred to Council on 14 October for consideration.

## **4.0 RECOMMENDATION TO COUNCIL**

- 4.1 That the document attached at Appendix A is approved and adopted as the "Council Plan 2020/21 – 2022/23".
- 

## **5.0 BACKGROUND**

- 5.1 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. This resulted in the development of a draft Council Plan to reflect the strategic ambitions of Cabinet. The Plan recognised the needs of the communities of West Lancashire focussing on where the Council can influence and directly realise significant change and improvement across the Borough.
- 5.2 At the Cabinet meeting on 10 March Cabinet agreed that consultation would be undertaken on the draft Council Plan. Due to COVID-19 Executive Overview and Scrutiny and Council in March and April respectively did not take place. At Executive Overview and Scrutiny in June a draft revised plan recognising the impact of COVID-19 on West Lancashire business was considered and a revised consultation process necessary due to COVID-19 was endorsed.
- 5.3 A scrutiny workshop was held on 14 July with members of both Corporate & Environmental and Executive Overview and Scrutiny. In addition, a Consultation Survey was undertaken with the public, key stakeholders and staff through an online survey (paper copies available on request). This consultation exercise focused on the vision, key priorities and high level "We want", outcome statements and ran from 7 July to 19 August. As well as publicising the online consultation the Council specifically sought views from key stakeholders including:
- LCC
  - Parish Councils
  - West Lancashire CVS
  - Citizens Advice Lancashire
  - West Lancashire Partnership
  - Groups representing those with protected characteristics under equalities legislation
  - Local businesses
  - Other local groups and partners.

## **6.0 CURRENT POSITION**

- 6.1 In total, 484 consultation responses were received and considered in addition to the feedback from the scrutiny workshop with 17 Councillors. A further 11 emails were received in response to the consultation. Survey responses comprised of:
- 297 residents
  - 24 stakeholders
  - 163 staff

A summary of the feedback and responses are given in Appendix B.



- 6.2 The feedback resulted in amendments being made to the draft plan. A revised Council Plan is attached at Appendix A for approval as the Council Plan 2020/21-2022/23. A 'tracked changes' version of the draft plan is attached at Appendix C.
- 6.3 To give an indication of how the Council would achieve the priorities draft "We will" statements provide an outline of suggested supporting actions to deliver the priorities. Should Members adopt the proposed revised plan at Appendix A these actions will be developed and finalised by Officers to give a programme of work and action plan for the priorities. The "We will" statements will be dynamic and continue to be developed throughout the 3 year life of the Plan. These statements will form the basis of the delivery plans to achieve the priorities. A refresh will 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 Promoting the survey also resulted in generating general feedback on the Council and its services beyond the scope of the consultation, this feedback will be shared with the respective service areas. Comments and feedback on our services are welcome at any time (in line with our Customer Engagement Strategy) as they can help us improve services and we encourage customers and stakeholders to use our Comments and Feedback page on the website.

## **7.0 SUSTAINABILITY IMPLICATIONS**

- 7.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The vision and priorities of the Council should contribute to the sustainability of services and the borough as a whole. 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 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.

## **8.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 8.1 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.

## **9.0 RISK ASSESSMENT**

- 9.1 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.

## **10.0 HEALTH AND WELLBEING IMPLICATIONS**

- 10.1 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. The following refers to the original draft Council Plan used for consultation and may therefore be subject to change.

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

We will:

- Create a food poverty strategy and action plan
- Develop a fuel poverty strategy and action plan
- Create a Financial Inclusion strategy and plan
- Review health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of leisure services
- 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

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## **Background Documents**

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

## **Equality Impact Assessment**

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

## **Appendices**

- A. Draft Council Plan 2020/21-2022/23
- B. Draft Council Plan Consultation Results
- C. Draft Council Plan 2020/21-2022/23 (tracked changes)
- D. Equality Impact Assessment
- E. Minute of Cabinet: 8 September 2020 (Executive Overview & Scrutiny Committee and Council only)
- F. Minute of Executive Overview & Scrutiny Committee: 24 September 2020 (Council only)



## **Vision**

**West Lancashire together; 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
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- Our citizens to access the benefits of being digitally engaged
- Councillors that are active and knowledgeable and support change at a local level
- To improve customer satisfaction

##### **We will:**

- Build on and develop strengths within local communities
- Engage with communities when making key decisions
- Use community networks to gain views from hard to reach groups
- Create innovative ways to listen to different community views
- Use Councillors' existing reach and influence to provide community feedback to shape decision making
- Work with partners to develop a meaningful offer to support citizens to become digitally included
- Adopt a best practice model of consultation
- Listen and provide feedback to customers about how their views have improved services
- Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities

#### **❖ Support businesses to adapt and prosper**

##### **We want:**

- West Lancashire to be the place of choice to locate your business
- Our 3 towns to be thriving hubs for their communities
- To support our businesses to succeed and grow
- A strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

### **We will:**

- Support the recovery and growth of existing and new businesses
- Lead the regeneration of Skelmersdale Town Centre
- Develop the market offer and reinvigorate Ormskirk's Eastern gateway
- Adopt an inclusive procurement approach which supports local businesses to tender for opportunities
- Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors
- Signpost and support businesses to innovate and diversify
- Develop a strong web presence which positively promotes West Lancashire
- Create enlivened town centres offering diverse leisure opportunities and night time economy

### **Become a Greener West Lancashire**

#### **We want:**

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

#### **We will:**

- Be a role model and lead good practice; develop a Climate Change strategy and action plan
- Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology
- Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements
- Commit to maximising Council energy requirements from renewable sources
- Maximise the use of solar panels on Council owned buildings and housing stock
- Increase the use of environmentally friendly products
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint
- 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 Eco park
- Support the development of green transport
- Use green credentials to form part of our procurement selection criteria
- Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions
- Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

#### ❖ Be a financially sustainable Council by 2023

##### **We want:**

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire
- To provide value for money services

##### **We will:**

- Make sure our internal financial and decision-making processes continue to be strong
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire.
- Optimise inward investment
- Review fees and charges across all council services
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved
- Review existing contract savings and work with suppliers to achieve economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Maximise the value from 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:**

- To provide a cleaner physical environment to enhance the Borough
- West Lancashire to be safe for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough

- To provide quality and genuinely affordable homes

**We will:**

- Deliver high quality street cleansing services based on demand
- Invest resources within services to achieve an improvement to the local environmental quality
- Develop environment ward reports for members
- Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company
- Increase the supply of homes to bring cheaper private rents/more choice
- Get the right mix of properties for each community
- Continue to drive forward the community safety agenda
- Review WLBC/public estate land holdings
- Lead estate regeneration creating attractive places 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
- An engaged and motivated Council workforce
- To design services that help people stay healthy and independent
- To invest in sports and leisure services and facilities
- To protect, invest and continue to develop our green leisure spaces

**We will:**

- Deliver our food poverty strategy and action plan
- Deliver our fuel poverty strategy and action plan
- Deliver our financial inclusion strategy and action plan
- Deliver our people strategy with Council staff that results in a continuously improving culture
- Deliver our health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of health, wellbeing and leisure facilities and services
- Bring in additional money/services to support our most deprived areas

❖ **Everyone to be proud of their Council**





# Draft Council Plan

## RESULTS

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## 1.0 INTRODUCTION

A Council Plan enables the Council to communicate its direction and priorities to the public,

Stakeholders and staff, and supports transparency and accountability. In January 2020, 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.

Elected Members recognise the importance of the Council Plan reflecting the needs of the communities, focussing on where the Council will add most value, deliver the best outcomes and focus its resources. It was therefore agreed that a test of the ambitions of the draft Plan through consultation with stakeholders including Councillors, staff, residents, businesses and partner organisations was required.

The survey focused on the top level vision and following key priorities:

- Create empowered, engaged & inclusive communities
- Support business and town centres to recover and prosper
- Become a green council
- Be a financially sustainable council by 2022
- A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire
- Everyone to be healthy, happy, safe and resilient
- Everyone to be proud of their council

## 2.0 METHODOLOGY

Plans were made to carry out local community based engagement and consultation, however due to COVID-19 it was not possible to take these options forward.

There are 3 surveys which have been created to capture views of our citizens, stakeholders and staff. An additional workshop has also been held with Members of Corporate & Executive Overview & Scrutiny to review and comment on the draft plan.

The consultation was held from 8<sup>th</sup> July - 19 August via an on-line survey on the Council website. In order to drive people to the website an advert was placed in the champion newsletter on 8 July and a social media campaign was used. The contact details for the customer engagement team were also given out as part of the consultation promotion to enable people to email comments directly about the plan.

Emails were sent to a stakeholder list to ask them to complete the survey as a stakeholder but also encouraging any employees to also complete the citizen survey. Partners such as CVS were also asked to distribute the link via their newsletter.

## Appendix B

In order to encourage business engagement a social media campaign was carried out on letstalkskelmersdale platforms and also via the Skelmersdale Ambassadors.

As we are aware that not all citizens wish to, or are able to engage via digital methods we also gave an option for customer to request a postal survey or complete over the telephone with a member of the customer engagement team.

Members of staff were also given an opportunity to take part in the survey and give their views. This was supported by a short promotion video about the importance of the Council Plan and their role in its delivery.

### 3.0 RESPONSE RATE

The following table shows the response rate to the survey.

	Number of replies
Citizens	297
Stakeholders	24
Staff	163
Elected Member workshop	17
Email feedback	11
Total	512

In total, 484 consultation responses were received and considered in addition to the feedback from the scrutiny workshop with 17 Councillors and 11 emails received. The data shown below uses a total of 484 data sets. This is due to the fact that the 11 emails received provided feedback on the council plan but did not reply directly to the questions asked in the consultation. This same principle applies to the scrutiny workshop held with members as there was the opportunity to carry out a more detailed consultation. The comments from the emails have been added to the relevant themes in the consultation comments. These comments and the workshop feedback has all been used in the analysis of the themes arising.

### 4.0 RESULTS OVERVIEW

This section provides an overview of the feedback from the consultation with citizens, stakeholders and staff.

The feedback strongly endorses the council vision and priorities and this is the consensus with all three responder groups.

Key headline data shows:

- 73% agree or strongly agree with the vision
- 88% agree or strongly agree with the priority to *Create empowered, engaged & inclusive communities*
- 84% agree or strongly agree with the priority to *Support business and town centres to recover and prosper*
- 88% agree or strongly agree with the priority to *Become a Greener Council*

## Appendix B

- 81% agree or strongly agree with the priority to *Be a financially sustainable Council by 2022*
- 81% agree or strongly agree with the priority to have a *Clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire*
- 87% agree or strongly agree with the priority for *Everyone to be healthy, happy, safe and resilient*
- 86% agree or strongly agree with the priority for *Everyone to be proud of their Council*

Throughout the survey there was the opportunity to make comments if respondents had answered disagree or strongly disagree and where possible these have been grouped together to highlight some common themes. Despite attempts to engage with Stakeholders limited feedback has been received and no specific themes were identified. Details of all the comments received are shown as appendices to this report.

The consultation with all responder groups has provided feedback which will help to improve and strengthen the Council Plan and the overall themes should be incorporated into the revised plan.

The main themes that have emerged from the feedback are:

- Digital inclusion/engagement support
- Emphasis for support for the rural economy
- Role of Council to role model and influence citizens and business to support the green agenda
- Strengthening the approach community safety
- Strengthening opportunities for engagement

It was clear that all responder groups have an interest in understanding the key actions the Council will develop to deliver the priorities.

Another clear theme was an importance to recognise the differences in our communities and that a one size approach will not be appropriate. There was a clear desire from all groups that the plan encompasses all of the Borough.

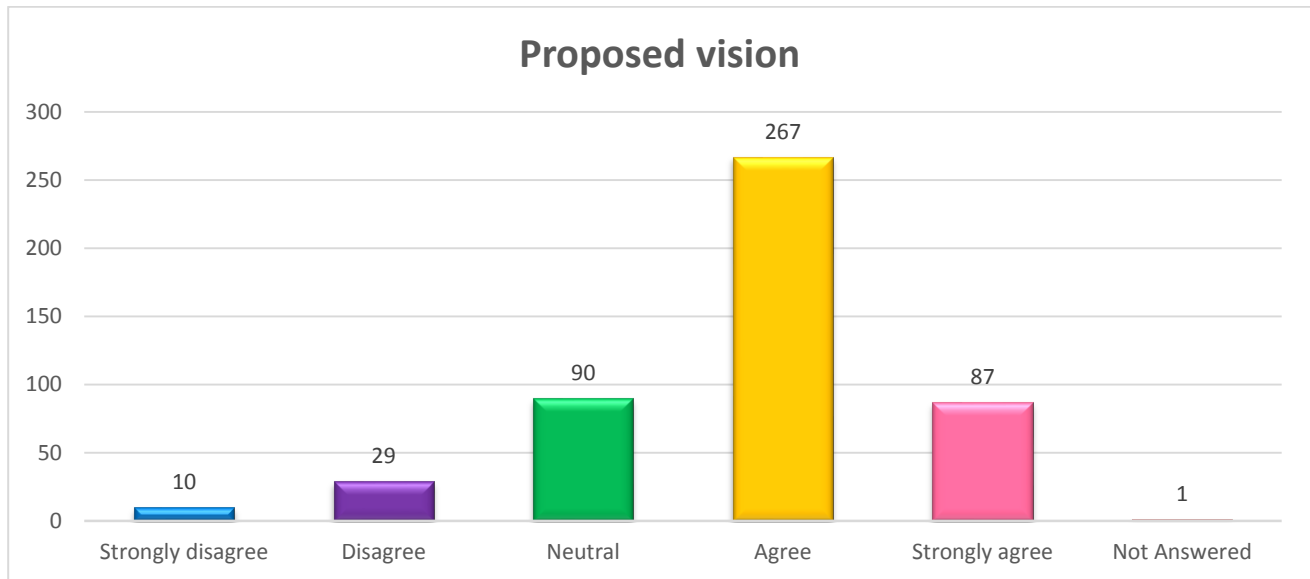
Comments have been received about issues which West Lancashire Borough Council is not responsible for such as flooding, infrastructure and public transport.

## Appendix B

### 4.1 Vision

Do you agree with our proposed vision for West Lancashire?

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



Of the 483 responders to this question, 73% responded that they agree or strongly agree with the proposed vision. 19% responded that they were neutral to the vision and 8% stated they disagreed or strongly disagreed.

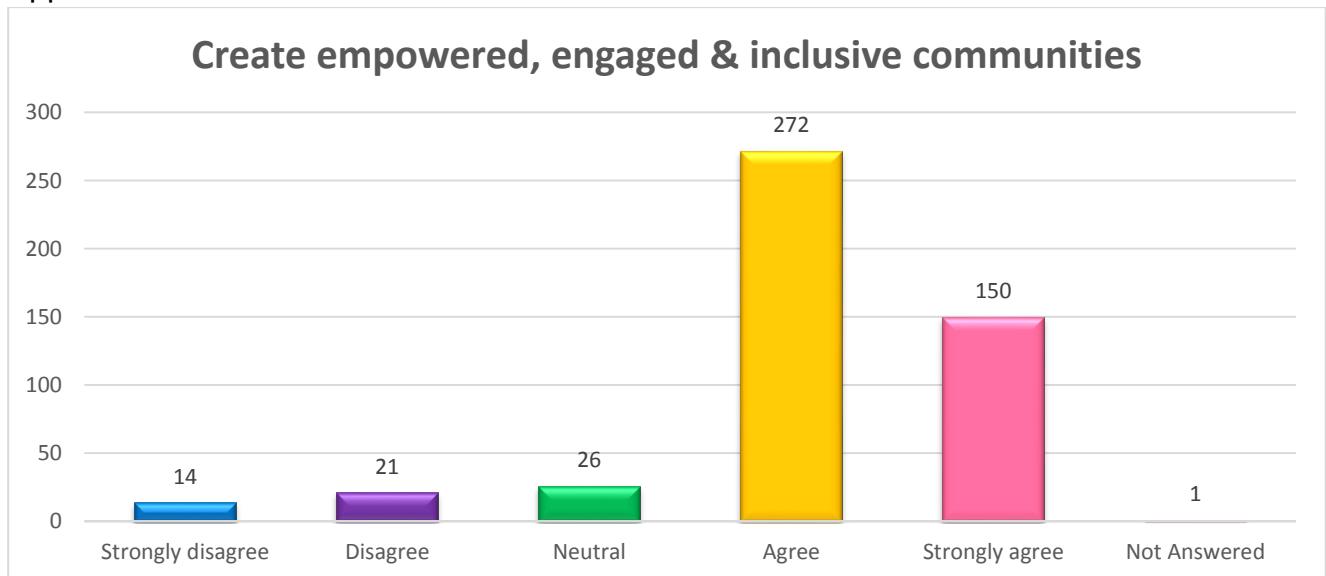
The citizen survey shows 65% answered agree or strongly which shows support for the vision. However 23% of citizens responded with a neutral reply only 12% disagree with the vision.

There is a general agreement with the vision, however a common theme in the comments is that the improvements need to benefit all of West Lancashire and not a sole focus on Ormskirk.

### 4.2 Create empowered, engaged & inclusive communities

Do you agree with this priority

## Appendix B



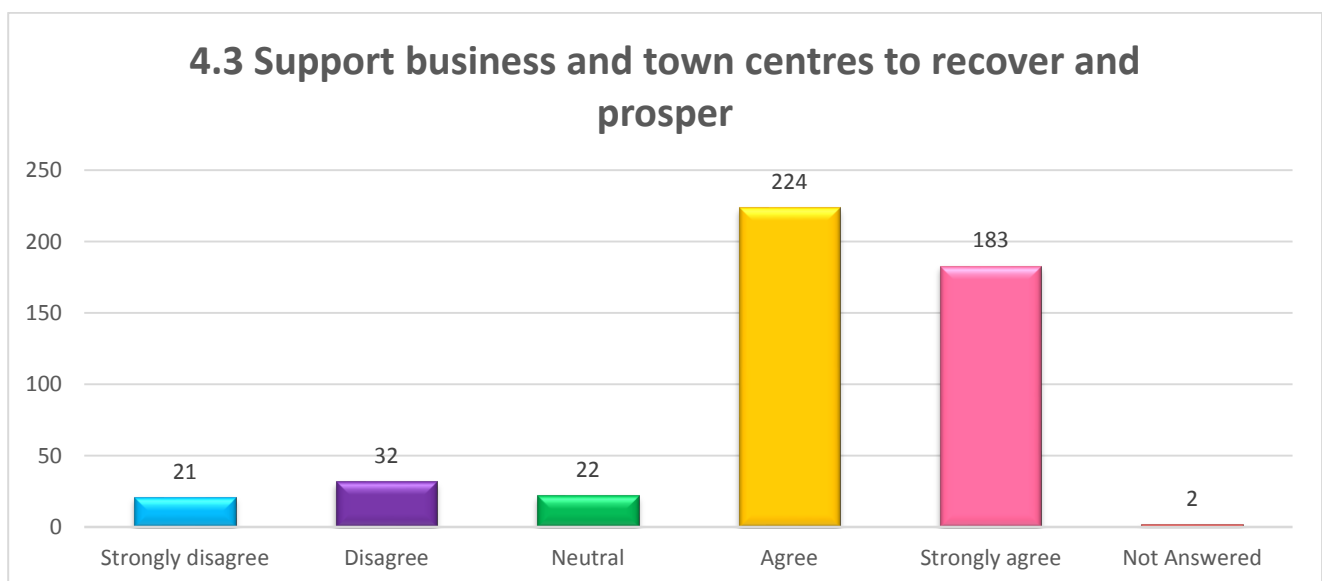
Of the 483 responders to this question, 88% responded that they agree or strongly agree with the priority to "create empowered, engaged & inclusive communities". 5% responded that they were neutral to the priority and a total of 7% stated they disagreed or strongly disagreed.

83% answered agree or strongly from the Citizen Survey which shows support for this priority.

Identified themes from the feedback are the role of Elected Members in the community, a desire for empowered and engaged communities throughout the Borough.

### 4.3 Support business and town centres to recover and prosper

Do you agree with this priority?



Of the 482 responders to this question, 84% responded that they agree or strongly agree with the priority to "support business and town centres to recover and prosper". 5% responded that they were neutral to the priority and a total of 11% stating they disagreed or strongly disagreed.

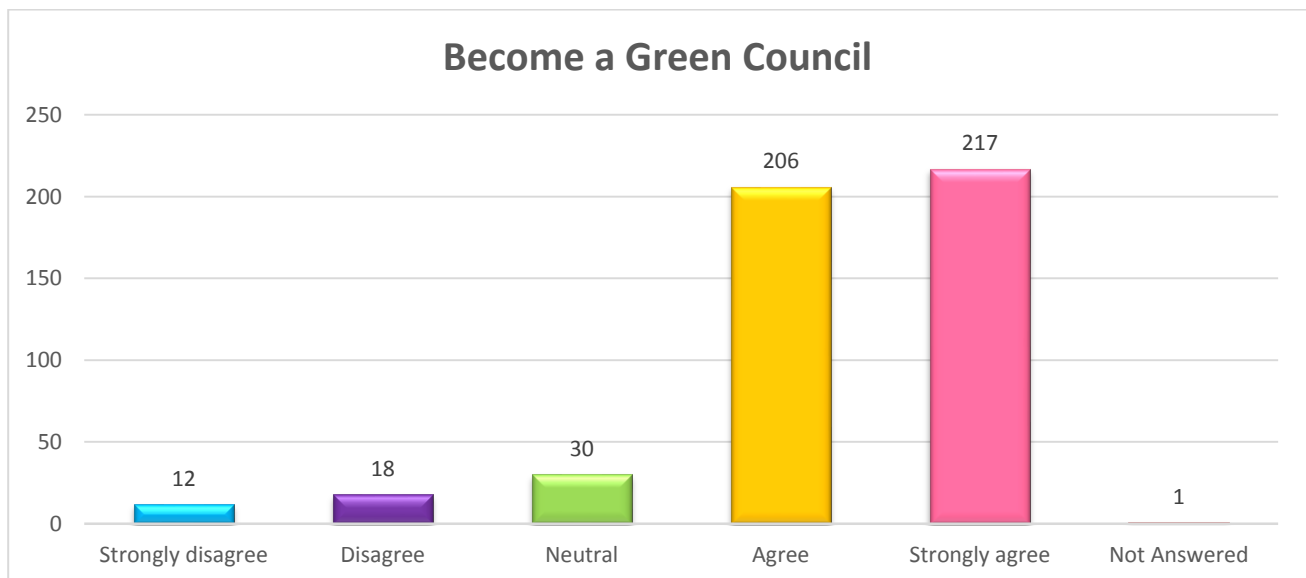
## Appendix B

78% answered agree or strongly from the responders to the Citizen Survey which shows support for this priority.

Identified themes suggest a need to ensure businesses are supported all over the Borough and not just a concentration in Ormskirk and also included the agricultural industry and rural economy. Car parking charges in Ormskirk were also highlighted.

### 4.4 Become a Green council

Do you agree with this priority?



Of the 483 responders to this question, 88% responded that they agree or strongly agree with the priority to "become a green council". 6% responded that they were neutral to the priority and a total of 6% stating they disagreed or strongly disagreed.

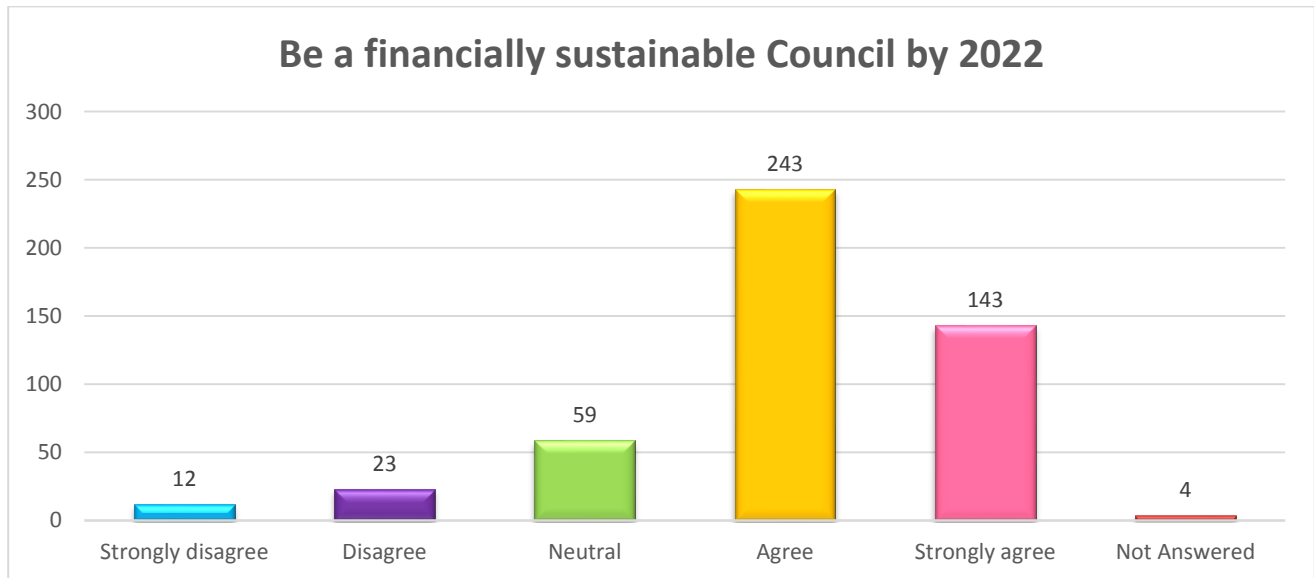
83% of responders from the citizen survey answered agree or strongly agree.

Identified themes are green belt land and wildlife habitat should be protected, support for an increase in recycling opportunities, including the waste centres and ensuring the infrastructure to support being green is created.



### 4.5 Be a financially sustainable Council by 2022

Do you agree with this priority?



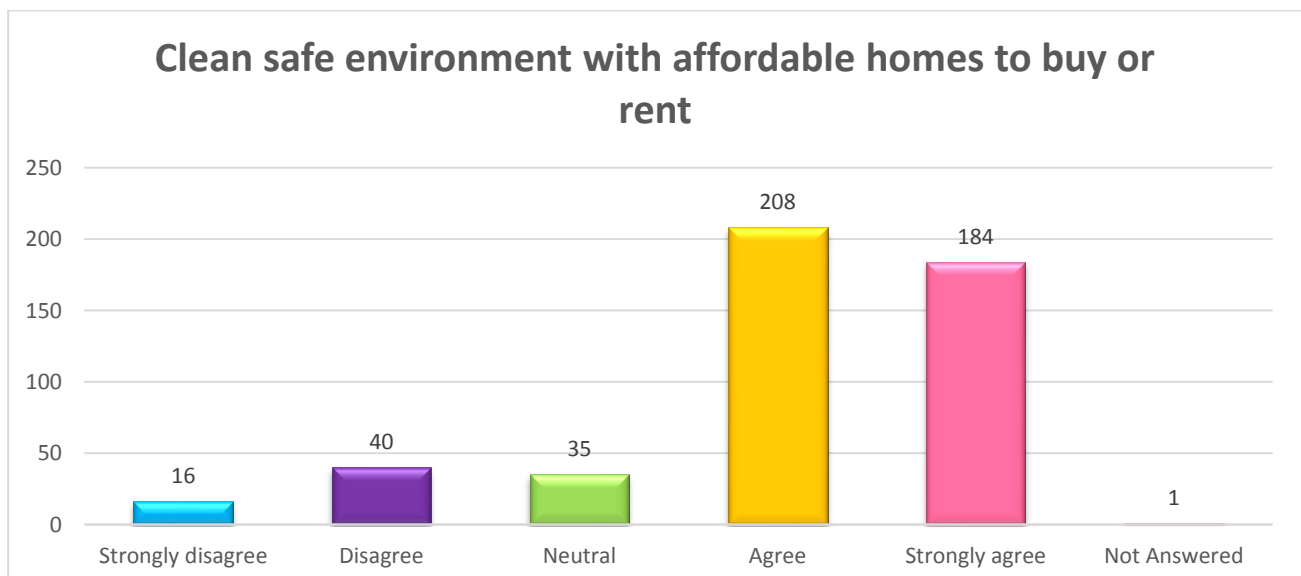
Of the 480 responders to this question, 81% responded that they agree or strongly agree with the priority to "be a financially sustainable Council by 2022". 12% responded that they were neutral to the priority and a total of 7% stating they disagreed or strongly disagreed.

72% of responders from the citizen survey answered agree or strongly agree. 10% answered disagree or strongly disagree with 18% neutral for this question.

Concerns are raised in the comments about the impact of COVID-19 and therefore if this could still be delivered within timescale. There are also comments that the generation of income should not come with increases to council tax or at a detriment to other services.

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

Do you agree with this priority?



## Appendix B

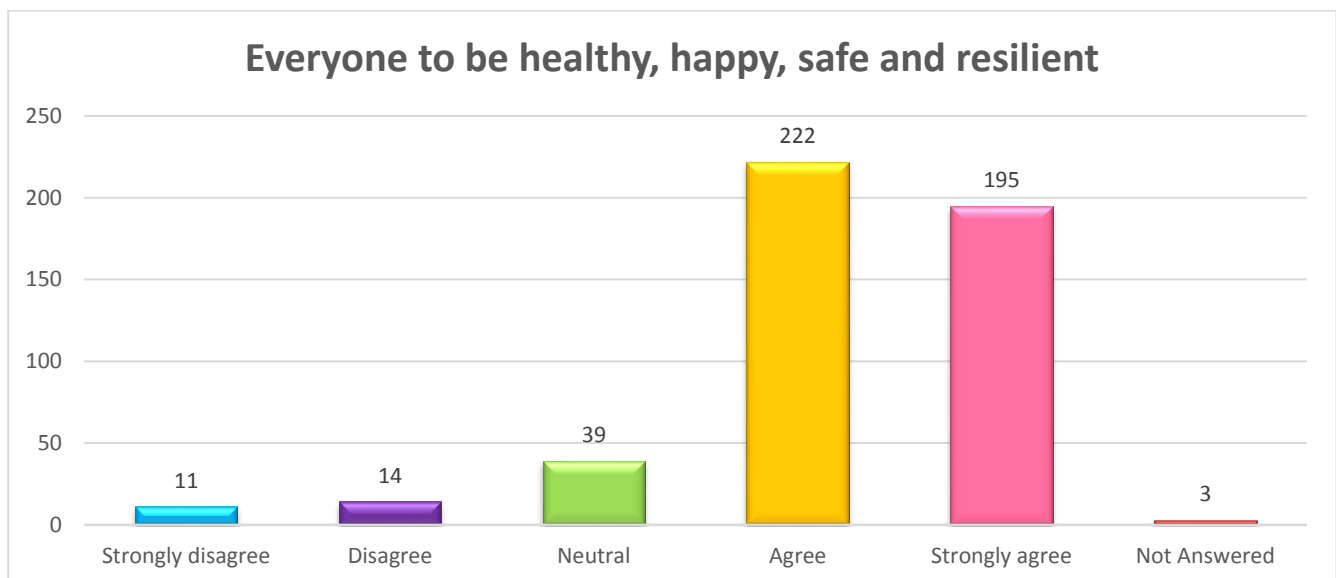
Of the 483 responders to this question, 81% responded that they agree or strongly agree with the priority to "a clean safe environment with affordable homes to buy or rent for everyone in West Lancashire". 7% responded that they were neutral to the priority and a total of 12% stating they disagreed or strongly disagreed.

72% of responders from the citizen survey answered agree or strongly agree.

Feedback themes included the needs to have improved infrastructure to cope with new housing and on the loss of green belt.

### 4.7 Everyone to be healthy, happy, safe and resilient

Do you agree with this priority?



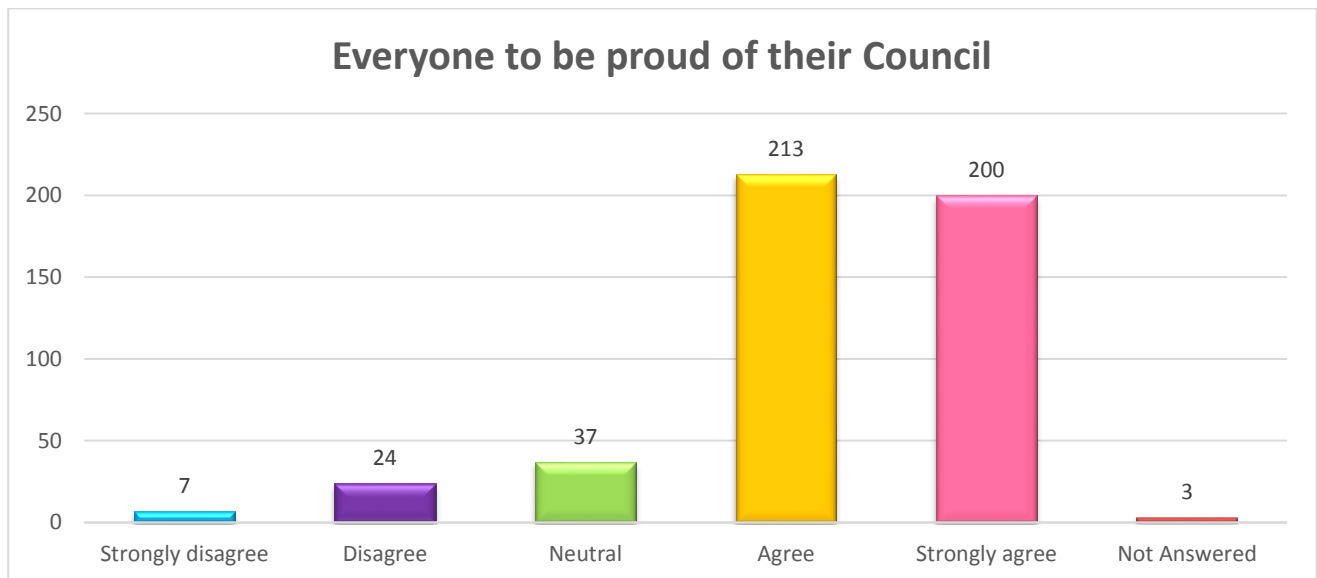
Of the 481 responders to this question, 87% responded that they agree or strongly agree with the priority to "everyone to be healthy, happy, safe and resilient". 8% responded that they were neutral to the priority and a total of 5% stating they disagreed or strongly disagreed.

82% of responders from the citizen survey answered agree or strongly agree. 7% answered disagree or strongly disagree.

The comments for this priority relate to a need for more than just sport facilities including and increased range of social activities and an improved night-time economy. The protection and use of green and outdoor areas was also highlighted.

#### 4.8 Everyone to be proud of their Council

Do you agree with this priority?



Of the 481 responders to this question, 86% responded that they agree or strongly agree with the priority to "everyone to be proud of their Council". 8% responded that they were neutral to the priority and a total of 6% stating they disagreed or strongly disagreed.

The citizen survey shows 80% support for this priority.

An identified theme is the importance of further engagement to enable resident's voices to be heard and to be inclusive.

#### 4.9 Overall do you think the priorities outlined in the plan clearly show what we want to achieve and will enable us to achieve our proposed vision?

There was a general appreciation that the plan shows what the Council wants to achieve and support that this will achieve the vision. Participants have an interest in understanding the key actions the Council will develop to deliver the priorities.

#### 4.10 Do you think there is anything else the council should be doing to achieve our proposed vision?

A strong theme shown in the comments was that there should be reference to more engagement and consultation carried out, overall and at a local level about the work of the Council. Comments were received about the number of HMO's and requests the need to improve the range of businesses, events and tourism in the area.

#### 4.11 Do you have any further comments about the council's proposed vision and priorities?

A number of comments were received which are shown on the appendix to this report. The comments raised have been covered in the previous themes.

## **5.0 NEXT STEPS**

We asked participants if they would like to receive a summary of the results and actions taken as a result of the survey. This is to help evidence our "You Said, We Did" approach outlined in the Customer Engagement Strategy.

The summary document will also be required to be published on the Council website and details about next steps. Participants were also asked if they wanted to be contacted about further consultations and they will be contacted directly when appropriate.

## Vision

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

**Commented [TC1]:** Based on feedback from Member scrutiny event. Reflecting the need for the vision to be owned by everyone in West Lancashire and building on the newly established partnerships developed through Covid-19.

## 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
- **Our citizens to access the benefits of being digitally engaged**
- Councillors that are active and knowledgeable and **are catalysts to** support change at a local level
- To improve customer satisfaction

**Commented [TC2]:** Based on feedback from citizens & Members: suggestion that we recognise the need for equality of opportunity and remove reference to geography

**Commented [TC3]:** Based on feedback from Member scrutiny event. Recognition of the Council's role is addressing the digital divide.

**Commented [TC4]:** Based on feedback from Member scrutiny session: use plain English

### We will:

- Build on and develop strengths within local communities
- **Engage with communities when making key decisions** **Carry out consultation in high footfall areas**
- Use community networks to gain views from hard to reach **groups people**
- Create innovative ways to listen to different community views
- Use Councillors' existing reach and influence to provide **community feedback to shape decision making**
- **Work with partners to develop a meaningful offer to support citizens to become digitally included**
- Adopt a best practice model of consultation
- Listen and provide feedback to customers about how their views have improved services
- Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities

**Commented [TC5]:** Based on feedback from citizens: recognise the importance of citizens influencing decision making

**Commented [TC6]:** Based on citizen feedback: recognising the importance of community views influencing decision making

**Commented [TC7]:** Based on feedback from Member scrutiny session

❖ Support businesses **and town centres** to **recover adapt** and prosper

**Commented [TC8]:** Feedback from citizens; a significant focus on town centres. Is this right or should our focus be more widely on economic recovery?

**Commented [TC9]:** Based on feedback from citizens; this is recognising that Covid-19 may continue to impact for a sustained period of time in a number of different ways, e.g. 2<sup>nd</sup> wave, continued social distancing. Businesses and Council are needing to innovate. Town centres may be quite different in the future than pre Covid-19.

### We want:

- West Lancashire to be the place of choice to locate your business
- **Our 3 towns centres** to be thriving hubs for their communities
- To support our businesses to succeed and grow

**Commented [TC10]:** Feedback from citizens; there is a need to reflect all of West Lancs and not just Ormskirk or Skelmersdale. This wording is more inclusive.

- A strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

**Commented [TC11]:** Feedback from Member Scrutiny and Citizens; need to reflect all of West Lancs economy & agriculture being a key part of this.

**We will:**

- Support the recovery and growth of existing and new businesses
- Lead the regeneration of Skelmersdale Town Centre
- Develop the market offer and reinvigorate Ormskirk's Eastern gateway
- Adopt an inclusive procurement approach which supports local businesses to tender for opportunities
- Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors
- Signpost and support businesses to innovate and diversify
- Develop a strong web presence which positively promotes West Lancashire
- Create enlivened town centres offering diverse leisure opportunities and night time economy

**Commented [TC12]:** Based on Member feedback; in line with Community Wealth Building approach

Become a Greener Council West Lancashire

**We want:**

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

**Commented [TC13]:** Based on feedback from Member scrutiny session: suggestion Council ambition should go beyond just the actions of the Council. Suggestion focus on the Council's role as an influencer of business & citizen behaviour.

**Commented [TC14]:** Based on feedback from Member scrutiny and citizens. Recognition that to make a real difference the Council has a wider role.

**We will:**

- Be a role model and lead good practice; develop a Climate Change strategy and action plan
- Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology
- Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements
- Commit to maximising Council energy requirements from renewable sources
- Create-Maximise the use of solar panels on Council owned buildings and housing stock
- Increase the use of environmentally friendly products
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency, and design out waste and reduce our carbon footprint

**Commented [TC15]:** Based on feedback from Member scrutiny and citizens. Recognition of how a long term plan and commitments will support success.

**Commented [TC16]:** Based on feedback from Member scrutiny and citizens.

**Commented [TC17]:** Based on Member feedback; suggestion to maximise impact include housing stock

**Commented [TC18]:** Based on Member feedback; suggestion to positively impact on our environment

- 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 Eco park
- Support the development of green transport
- Use green credentials to form part of our procurement selection criteria, using the supply chain to reduce our carbon footprint
- Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions
- Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

**Commented [TC19]:** Based on feedback from Member scrutiny; recognition of the importance the council's approach supports sustainable solutions

❖ Be a financially sustainable Council by 2023

**We want:**

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire reduce our reliance on government grant funding
- To provide value for money services

**Commented [TC20]:** Based on feedback from Member scrutiny and citizens: Covid-19 has had a significant impact and timescale should be revised accordingly.

**Commented [TC21]:** Feedback from citizens and Members: recognise the importance of maximising Gov funding and also articulate that all income will be directly invested back into West Lancashire

**Commented [TC22]:** Based on Officer feedback: ambition should be to achieve VFM in all service areas

**We will:**

- Make sure our internal financial and decision-making processes continue to be strong
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from the Tawd Valley Development Company to increase revenue to reinvest in West Lancashire.
- Optimise inward investment
- Review fees and charges including the implementation of a charging strategy for garden waste across all council services
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved
- Review existing contract savings and work with suppliers to achieve economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Maximise Sweat the value from existing assets and focus on value for money

**Commented [TC23]:** Feedback from Citizens and Members; recognise that all returns will be reinvested back into West Lancashire

**Commented [TC24]:** Feedback from Member scrutiny: Reflect the need to sustainably manage all fees and charges not just garden waste.

**Commented [TC25]:** Feedback from Member Scrutiny & Members: use plain English

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

**We want:**

- ~~To provide a cleaner physical environment to enhance the Borough~~
- West Lancashire to be ~~kept clean and safe~~ for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough
- To provide quality and genuinely affordable homes

**Commented [TC26]:** Based on Member and citizen feedback: have a specific commitment in relation to the environment

**We will:**

- ~~Increase-Deliver high quality~~the frequency of street cleansing services based on demand in residential areas.
- ~~Provide a best value service for cleansing, waste and recycling~~
- ~~Invest resources within services to achieve an improvement to the local environmental quality~~
- Develop environment ward reports ~~for~~ members
- Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company
- Increase the supply of homes to bring cheaper private rents/more choice
- Getting the right mix of properties for each community
- ~~Continue to drive forward the community safety agenda~~
- Review WLBC/public estate land holdings
- Lead estate regeneration creating attractive places where people want to live
- Review our Housing Strategy
- Identify strategic regeneration areas and investment plans

**Commented [TC27]:** Officer recommendation: Propose we move to a demand led service based on evidence.

**Commented [TC28]:** Recognition that this should be the case for all services. This has been moved under finance section and broadened to cover all services

**Commented [TC29]:** Based on Member and citizen feedback: strengthen commitment in relation to quality of the environment

**Commented [TC30]:** Based on feedback from citizens; recognising the importance of community safety and addressing ASB.

❖ 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~~
- ~~An engaged and motivated Council workforce~~
- To design services that help people stay healthy and independent
- To invest in sports and leisure ~~services and~~ facilities
- To ~~protect, invest and continue to develop our green leisure spaces~~

**Commented [TC31]:** Feedback from staff: this outcome is not clear

**Commented [TC32]:** Based on feedback from Member scrutiny

**Commented [TC33]:** Based on feedback from staff and citizens: recognising the use of outdoor space.

**Commented [TC34]:** Based on citizen and Member feedback; reflect the Council's commitment to providing high quality outdoor leisure space for citizens to enjoy. It is noted the key role this has played for many during Covid-19.

**We will:**

- ~~Create a~~Deliver our food poverty strategy and action plan
- ~~Develop a~~Deliver our fuel poverty strategy and action plan
- ~~Create-Deliver our~~ financial inclusion strategy and action plan
- ~~Develop-Deliver our~~ a people strategy with Council staff that results in a high performing culture continuously improving culture
- ~~Review-Deliver our~~ health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of ~~health, wellbeing and~~ leisure ~~facilities and~~ services
- Bring in additional money/services to support ~~our~~ most deprived areas

**Commented [TC35]:** Based on feedback from Member scrutiny

**Commented [TC36]:** Based on Member and Officer feedback; wording amendment to acknowledge the need to continuous improvement

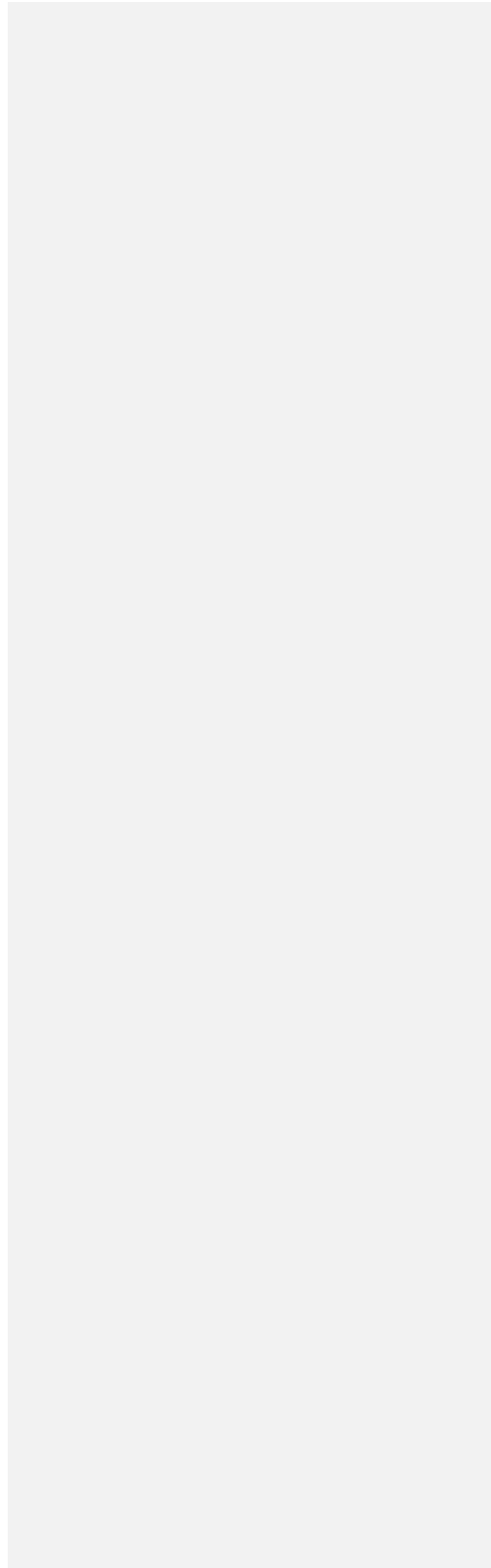
**Commented [TC37]:** Based on staff feedback and citizen feedback;



|

❖ Everyone to be proud of their Council

DRAFT





## Equality Impact Assessment Form



<b>Directorate:</b> Transformation & Resources	<b>Service:</b> Partnership & Performance
<b>Completed by:</b> Alison Grimes	<b>Date:</b> 20 August 2020
<b>Subject Title:</b> Council Plan 2020/21-2022/23	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
<p>Details of the matter under consideration:            The assessment is for the Council Plan 2020/21-2022/23. The Council Plan reflects the Council's vision 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 and following public and stakeholder consultation.</p> <p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered <b>Yes</b> go to <b>Section 3</b></i>	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 <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i>	

<b>3. EVIDENCE COLLECTION</b>	
Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?	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
<b>4. DATA ANALYSIS</b>	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	The plan applies borough-wide and beyond and will include work with partners. Given the strategic nature of the plan and the wide range of priorities and actions included, the work outlined will therefore impact on a broad range 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	A draft Council Plan was developed by Cabinet working with senior Council management. The Plan containing the strategic ambitions was subject to

## Appendix D

<p>affected by the proposals?</p>	<p>Councillor, staff and stakeholder consultation. A public consultation was held 7 July – 19 August to gather views on the proposed new Council Plan. Comments were considered for final refinements to the plan.</p> <p>Council priorities are additionally informed by the Citizen/Stakeholder Survey which gathers views on a range of issues including the Council’s budget. The survey results can assist the Council in making plans to deliver services and make efficiency improvements.</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 final proposed Plan has been refined following consultation feedback.</p>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	
<p><b>5. IMPACT OF DECISIONS</b></p>	
<p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p>	<p>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><b>6. CONSIDERING THE IMPACT</b></p>	
<p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why 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 effectiveness and impact of Council priorities are assessed through responses to the annual Citizen/Stakeholder Survey.</p>
<p><b>7. MONITORING AND REVIEWING</b></p>	
<p>When will this assessment be reviewed and</p>	<p>The assessment will be reviewed as part of the</p>

who will review it?	annual refresh process. This will include review by the senior management team.
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**Minute of Cabinet – 8 September 2020**

**22 COUNCIL VISION & PLAN 2020/21 – 2022/23**

Consideration was given to the report of the Corporate Director of Transformation and Resources, which detailed the results of the draft Council Plan consultation and sought approval of the proposed amendments to the draft Council Plan and adopt the document attached at Appendix A to the report, as the “Council Plan 2020/21 – 2022/23”.

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

- RESOLVED:
- A. That the results of the consultation and responses set out at Appendix B be noted.
  - B. That the revised Council Plan 2020/21 – 2022/23, attached at Appendix A to the report, be approved to take forward to Council for adoption.
  - C. That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 24 September 2020.





**Minute of the Executive Overview & Scrutiny Committee – 24 September 2020**

**24 COUNCIL VISION & PLAN 2020/21 – 2022/23**

Consideration was given to the report of the Corporate Director of Transformation and Resources as contained on pages 105 to 136 of the Book of Reports, which reported the results of the draft Council Plan consultation undertaken and to agree amendments to the draft Council Plan.

Comments and questions were raised in respect of the consultation process/model and the Council's aspiration to "Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company".

**RESOLVED:** That the document attached at Appendix A to the report, the draft Council Plan 2020/21 – 2022/23 be endorsed.





COUNCIL: 14 October 2020

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**Report of:** Corporate Director of Transformation & Resources

**Relevant Portfolio Holder:** Councillor Y. Gagen

**Contact for further information:** Sharon Lewis (Extn.5027)  
(email: [sharon.lewis@westlancs.gov.uk](mailto:sharon.lewis@westlancs.gov.uk))

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**SUBJECT:** OUR PEOPLE STRATEGY 2020- 2023

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To approve the new Organisational Development Strategy for the Council called the People Strategy for the period 2020 to 2023.

## **2.0 RECOMMENDATIONS**

- 2.1 That Council approve the proposed People Strategy 2020- 2023 and Strategy on a Page as attached at Appendix 1 and 2.
- 2.2 That authority be delegated to the Corporate Director for Transformation and Resources, to conduct an annual review and to update the People Strategy 2020 – 2023, as required, taking into account the view of the Corporate Consultative Group.

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## **3.0 BACKGROUND**

- 3.1 The purpose of an Organisational Development Strategy such as the People Strategy, is to provide a framework for applying people management practices to achieve successful outcomes for services. It deals with the practicalities of what needs to be in place to bring about cultural change within the organisation, and manages those changes providing anticipated outcomes. The outcomes are focused on the delivery of the Council's priorities.
- 3.2 To ensure that the Council's People Strategy 2020-2023 is suitable and appropriate for the Council's needs, that the strategy has been developed, taking into account the Council's corporate vision, priorities and values.

3.3 It should be noted that structurally, the Council's workforce has undergone significant change following the recent sustainable organisational review. The senior leadership team was radically reorganised, and over half of all posts in the organisation were changed during the period 2019 to 2020 (approximately 300 out of 550). The remaining 250 employees will also be experiencing change either via restructured teams, reporting lines and/or ways of working.

3.4 In recent years staff surveys have identified areas for improvement, through focussing on these areas the Council has seen improved engagement through our survey results in certain areas. The feedback received has been used to ensure that we have built, into the People Strategy, tools to make greater improvements and enhance staff engagement further. Evidence suggests that increased level of staff engagement will deliver increased productivity and a better service to the citizens of the borough. It is anticipated that future surveys will illustrate more increased engagement through the effects of the People Strategy being put into practice.

#### **4.0 CURRENT POSITION**

4.1 The People Strategy 2020-2023 has been developed through using a series of staff and manager focus groups and other stakeholder meetings to identify the key areas for cultural change within the organisation.

4.2 These findings have been used to create a People Strategy which will cover the period 2020 to 2023.

4.3 The People Strategy sets out how the Council plans to recruit, retain, train and develop staff to ensure that the Authority has a workforce that has the capacity and necessary skills, knowledge and abilities to deliver quality services to the residents of West Lancashire.

4.4 The strategy attached at Appendix 1 is structured into 4 broad themes:

- Embed a one council mind-set through cultural transformation;
- Become a coaching and learning organisation;
- Trust and empower our staff and celebrate excellence;
- Be the employer of choice.

4.5 The strategy relates primarily to the Council's workforce, however, it is recognised that the achievement of high performance requires close and collaborative working between Members, officers and the community, and has leadership development as a key feature in the strategy.

4.6 The Council continues to operate within a period of unprecedented change and public sector spending restraints.

4.7 The Council views itself as a 'good employer' with a strong commitment to equality and human rights across all its activities. The strategy sets out the ambition to develop and maintain a reputation as an employer of choice.

- 4.8 The People Strategy 2020-2023 highlights the key organisational development strategic priorities that it will focus on during the period October 2020 to October 2023 and provides a transparent mechanism to review progress year on year against a detailed action plan. There is also provision within the Strategy to update and amend to reflect the evolution of the Council.
- 4.9 The Council will ensure, through the People Strategy 2020-2023 that it continues to be the best that it can be to deliver quality services to the people and businesses of West Lancashire.
- 4.10 A strategy on a page has also been produced that will be used to publicise the strategy and used in recruitment material to promote what we have committed to achieve for our workforce.

## **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 Any financial implications arising from this report can be met from within existing budgets.

## **7.0 RISK ASSESSMENT**

- 7.1 The main risk associated with the implementation of the recommendation is that the proposed changes detailed within the People Strategy are not successful at achieving their targeted outcomes. If this was the case this could significantly affect the delivery of services.
- 7.2 However, a project plan has been developed that will enable the Council to mitigate these risks. Strong strategic direction and robust systems have been put into place to ensure the action plan is delivered on time and achieves the anticipated outcomes set out in the People Strategy.

## **8.0 HEALTH AND WELLBEING IMPLICATIONS**

- 8.1 The proposal will enable staff to feel more supported at work with increased levels of management supervision and development opportunities. Therefore the People Strategy is promoting good health and wellbeing and enabling staff to work to the best of their ability by providing adequate delivery of services.

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### **Background Documents**

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

## **Equality Impact Assessment**

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

## **Appendices**

1. People Strategy 2020-2023
2. Strategy on a Page
3. Equality Impact Assessment





WEST LANCASHIRE  
BOROUGH COUNCIL

# PEOPLE STRATEGY 2020-2023







## JACQUI SINNOTT-LACEY

Chief Operating Officer



The Our People Strategy and the role of our employees in West Lancashire Borough Council is one of the most fundamental pieces of work that came out of the organisational review on how we could become a more sustainable Council for the future.

This is how we will build our new future together to enable the Council to become an inspiring, dynamic and exciting place to work and where all our employees feel supported to perform to their best and to truly make a difference to our communities and the local economy.

Our people helped to create this Strategy and my vision is that our people are instrumental in owning and implementing it. We have already seen the passion and

drive to make this a meaningful Strategy that can be embraced by all.

So far...

- Almost half of all employees were involved in focus groups and/or one to one discussions to help shape the Strategy.
- A Steering Group with representatives from across the Council has contributed to the final version and action plan.
- Our Ambassadors play a key role in promoting the development of the Strategy and they will continue to do this throughout its implementation.

We have a more detailed action plan outlined in the appendix and

these measurable actions will be led and implemented by our people. We have already started work on some key initiatives such as more agile working, which we hope will help further enhance a flexible work life balance across all teams.

Please take the time to read the Strategy, so everyone can understand how they will contribute and take responsibility for its delivery. We all own this strategy. If there is a key action that anyone would like to contribute towards, we would love to hear from them. Together as a team we can achieve great things. I encourage all staff to speak to their manager about the areas in which they think they can make a difference, to help us achieve an empowering culture with amazing results.





## WHY IS OUR PEOPLE STRATEGY IMPORTANT TO YOU?

As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough. We want to be a Council which is ambitious for West Lancashire - our Economy, our Environment and for our Health and Wellbeing. This, Our People Strategy has been developed to attract, retain, value, and develop our people, so our staff perform to the best of their ability and are empowered to provide excellent services

to our citizens, businesses and visitors.

The purpose of this document is to provide our people with an overview of the Strategy's strategic objectives, the actions we are committed to, how we will measure these and the outcomes we plan to achieve. A detailed action plan has been created to underpin the Strategy and to support the delivery of each of our key priority areas.

*“As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough.”*





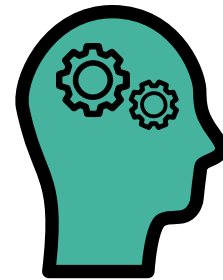


By implementing Our People Strategy by 2023, we will have achieved the following strategic objectives:

**1. EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION**



**2. BECOME A COACHING AND LEARNING ORGANISATION**



**3. TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE**



**4. BE THE EMPLOYER OF CHOICE**







## INTRODUCTION

Our purpose is to be a place that people want to live, work, play and visit. We, the West Lancashire Borough Council, exist to provide services to our residents, businesses and visitors to the borough and our ambition is to improve people's lives in respect of this vision.

Our people are at the heart of this because they are critical to achieving our vision. We perform at our best when we feel supported and valued in what we do. We know we really make a difference to how our customers feel and think about the Council. In short, we know that when we are engaged and supported, our customers are too!

## CONTEXT

The focus of the Our People Strategy is to outline a set of strategic objectives to enable our people to support our major organisational transformation. It integrates with the Council's direction of travel and is underpinned by:

- **Our ambition to create a One Council approach.**
- **Our belief in our people's ability and our organisation's ability to learn and grow.**
- **Our desire to support our people and build their capacity and capability so they can be the best they can be.**

The success of the Council is dependent on our people being fully engaged and committed to driving our cultural transformation. This ensures that we achieve our ambitions for our citizens, businesses and visitors and our people.





## OUR VISION FOR THE OUR PEOPLE STRATEGY

Our vision is to be a high performing, agile, forward thinking, and dynamic Council, and an employer of choice in the UK. We want to attract, retain, and sustain the right talent, and engage and empower our people to be the best that they can be. This is so that we can deliver the highest quality services to our customers, facilitated through effective leadership and a nurturing, learning and vibrant culture.

## OUR MISSION FOR THE OUR PEOPLE STRATEGY

Our mission is to bring our vision for West Lancashire to life, by delivering the outcomes of the Our People Strategy. We want the outcomes to value our people, and provide opportunities for personal development, helping us to achieve our goals through an empowered workforce and the use of digital technology.

## STRATEGIC OBJECTIVES AND OUTCOMES

To enable us to achieve our vision, we have identified four strategic objectives. These will be our focus and will shape the way we work to deliver excellent services. Each objective is underpinned by key actions, a clear outcome, and a list of measurable outcomes. **Please refer to our appendix for a further detailed action plan of each of our strategic objectives.**

# 1. EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION

**Objective:** Current and future internal and external challenges demand us to be more resilient, responsive, adaptive, and creative. To deliver the most innovative, creative, and sustainable solutions to our customers, we need to adopt a high performing, agile and One Council mindset. To achieve this, we are committed to the following actions:

## Actions and measurable outcomes

1. We role model our values and behaviours in all that we do. We will do this through courageous conversations that challenge the way we do things. We will celebrate and recognise not just what we achieve but how we go about it.
2. We do what we say we will when we say we will. We will create a high performing culture in everything we do. This will be a culture of accountability where all managers and staff take ownership and we hold ourselves and others to account. We will be clear of what is expected of us and how our individual roles contribute to the overall priorities of the organisation.
3. We value, support, and challenge each other. We will encourage and celebrate collaboration by actively sharing information with each other. We will be one team. We will value our front-line services that play a critical role for West Lancashire Borough Council.
4. We think and act like a business. We will go above and beyond to deliver customer focused solutions that are value for money and sustainable for the future. We will encourage an entrepreneurial spirit and income generation approach.
5. We are creative and innovative. We will be an agile, dynamic, and forward-thinking Council, known nationally for its excellence.
6. We work together to be better. We will enable our services to work collaboratively so that together we can achieve bigger things. We will do this by improving our use of resources, so we are set up in the most effective, agile, and responsive way.

**Outcome:** We are working in an agile, fast-paced, and dynamic manner to collectively achieve our shared ambitions. We live and breathe a working culture that effectively responds to challenges and changing circumstances. We take ownerships for our actions and role model our values and behaviours in everything we do.

### This will be measured by:

- Improved customer satisfaction measured by the Citizen and Stakeholder annual survey with the baseline figure gathered in 2020 improving year on year.
- An annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- Monitoring staff turnover rates against sector specific national averages in ensure consistency with peer groupings
- Actions Monitored through Service Action Plans to ensure targets are met.



# 2.

## BECOME A COACHING AND LEARNING ORGANISATION

**Objective:** We are committed to becoming a coaching and learning organisation, through building leadership capability and providing the opportunity for every member of staff to be the best that they can be, so we can deliver excellence to our internal and external customers. To achieve this, we are committed to the following actions:

### Actions and measurable outcomes

1. We are all leaders and take responsibility for our actions. We will all role model the mind-set, values, behaviours, and actions of being a leader. We will own our corporate message, understand and be able to explain why we do things. We will invest in our people management skills to create consistency in excellent management at all levels.
2. We embrace a coaching approach. We will become a coaching organisation where we support a coaching approach in our leadership at all levels. We will provide coaching training to all managers. We will create coaching ambassadors to help us understand the value of coaching, promote it, and support other staff to develop this approach.
3. We embed a culture of learning and innovation. We will share ideas and actively seek feedback from others so we can learn and grow. We will view mistakes as a learning opportunity. We will
- adopt a growth mindset which will allow us to thrive in a fast-paced, agile, and dynamic work environment.
4. We continually review the way we work. We will do this by carrying out monthly 1:1 conversations that address work objectives, resource needs and our personal learning, and development needs as well as our core behaviours as an essential element to how we work. We will be a high-performing organisation, as benchmarked against national standards.
5. We seek to learn from others. We will continuously challenge ourselves to be the best we can by learning from others, both within and outside the Council. We will continually review external best practice and embed where relevant innovative ideas and new ways of doing things.

**Outcome:** We are known as a coaching organisation where we are all role modelling effective leadership behaviours, through adaptive leadership. We are thriving in our roles, with clear, personal growth targets in place. Our managers are building and leading high performing teams, which embrace innovative and creative opportunities that deliver the best outcomes for our customers.

### This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- An increased number and variety of available courses.
- Increased Learning and Development activities per head of workforce, including e-learning through monitoring of eLearning records and line manager review of annual appraisals.
- The establishment of 12 Coaching ambassadors and the presence of cascade training throughout the organisation.
- The number of people undertaking apprenticeships is in line with the 2.3% target over 3 years.
- The number of people engaging in mentoring/ work shadowing activities increases year on year.

# 3.

## TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE

**Objective:** We are passionate about our people and want an inclusive and enabling culture that is supportive, respectful, and high performing. We want our people to feel valued and recognised. We want to ensure our people are empowered to make decisions and to share ideas. We want to celebrate their great achievements and foster a culture where everyone feels safe to have a say. This sets our people up for success and enables them to provide great quality service to our customers. To achieve this, we are committed to the following actions:

### Actions and measurable outcomes

1. We value and challenge each other. We will create a culture of appreciating, supporting and constructively challenging one another both within and across teams, so we can achieve excellence for our customers.
2. We give and receive constructive feedback. We will use our 1:1 conversations to have meaningful, positive, and action-oriented discussions which empower us to be high performing.
3. We empower each other to fulfil our roles. We will trust one another to do our jobs and ensure levels of decision-making across the organisation enable us to work in the most effective and efficient way. We will feel empowered to share ideas, new perspectives and everyone will feel safe to have their say.
4. We recognise and celebrate success. We will do this within our teams and across all services, through the Team West Lancs and other media. We will bring to life our values and behaviours by celebrating what we do well and how we do it.

**Outcome:** Our staff feel valued, empowered, and motivated to perform at the highest level and deliver high quality services to our customers. We celebrate our achievements. We are known as an outstanding Council, that goes above and beyond for its staff, recognised nationally for its excellence.

### This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- Monitoring staff turnover rates against sector specific national averages in ensure consistency with peer groupings
- Increased Learning and Development activities per head of workforce, including e-learning.
- Increased number of people engaging in mentoring/ work shadowing/ Volunteering/ activities
- Increased number of Staff willing to get readily involved in ambassador/champion roles
- Increased number of nominations for awards
- Measuring the success in applying for external awards, year on year.
- Demonstration of behaviours and people living the Council values, measured through success stories and case studies, catch-up meetings and the page 429 in “Team West Lancs” across a range of media.

# 4.

## BE AN EMPLOYER OF CHOICE

**Objective:** Our ambition is to attract, recruit, induct and retain the right people, with the right skills at the right time, that enables succession opportunities through structured career progression. We are committed to providing a wide range of opportunities to every member of staff so our people can flourish, grow and be the best they can be, so they can deliver the highest level of service to our customers. We are also committed to both becoming and branding ourselves as the employer of choice across the country. To achieve this, we will implement the following actions:

### Actions and measurable outcomes

1. We recruit, retain and sustain our talent by investing in them. We will ensure there is a continuity plan in place to support succession across all teams. We will make 'developing our skills for the future' part of how we work by encouraging shadowing opportunities and embedding learning in everything we do.
2. We are recognised for making a positive difference within our local communities. We will do this by providing support for developing work placements for young people. We will also support a steady source of local home-grown talent for our future workforce and we will collaborate with the Department for Work and Pensions on Talent Pool recruitment activities.
3. We celebrate and value our diverse workforce. We will practise a talent management approach that enables us to recruit the best and most diverse talent for our team.
4. We are known as an attractive employer across the country. This will be not only thanks to who we are and the way we work, in an agile and flexible way, but also because of the many benefits we provide (e.g. agile working, car lease scheme, etc.) and the awards we hold.
5. We value the health and wellbeing of our staff. Our staff will feel valued and celebrate a positive work life balance. We will be recognised as an attractive place to work thanks to our many positive health and wellbeing initiatives.

**Outcome:** We recruit, retain, and sustain the highest quality talent. Our people are engaged and committed to achieving a One Council approach and delivering excellence to our internal and external customers. We are regarded as the employer of choice in West Lancashire and beyond.

### This will be measured by:

- Monitoring staff turnover rates against sector specific national averages in ensure consistency with peer groupings
- Monitoring the responses to an annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- A plan of social action in place which is implemented, recorded and evaluated, including work experience, apprenticeships, work placements, etc.
- We will achieve at least one external award, such as Investors in People.
- A workforce profile that is reflective of community being reflecting of community.
- The number of people undertaking apprenticeships is in line with the 2.3% target over 3 years.





## CONCLUSION

Our People Strategy has been developed to attract, retain, value, and develop employees of West Lancashire Borough Council. This is so that our people can perform at their absolute best and so that they are empowered to provide excellent services to our customers. This document provides an overview of the Our People Strategy strategic objectives, the actions we are all committed to and the measurable outcomes, so we can measure and celebrate our success, hold each other to account and learn and grow to be an outstanding Council. Please refer to our appendix for our detailed action plan.

Current and future internal and external challenges demand our people to be resilient, adaptive, and creative. The Our People Strategy sets the foundations of an adaptive, forward-thinking, and high performing culture for West Lancs.

By achieving our People Strategy objectives, we are confident we will achieve our vision of attracting, engaging, developing, and empowering our staff to be their best so they can deliver the highest quality services to our customers. We will adopt an agile and One Council mind-set to deliver the most innovative solutions to our customers. We will become a coaching and learning organisation, where we empower our staff to flourish, support and learn from one another. We will become an employer of choice in West Lancs and across the UK.

Thanks to the input and involvement of our people, we have co-created this People Strategy. We are excited about both what we will collectively achieve and who we will become through this plan.



# PEOPLE STRATEGY ON A PAGE

Our vision is to be a high performing, agile, forward thinking, and dynamic Council, and an employer of choice in the UK. We want to attract, retain, and sustain the right talent, and engage and empower our people to be the best that they can be. This is so that we can deliver the highest quality services to our customers, facilitated through effective leadership and a nurturing, learning and vibrant culture.

To enable us to achieve our vision, we have identified four strategic objectives to be achieved by 2023:

## 1. EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION

- We role model our values and behaviours in all that we do.
- We do what we say we will when we say we will.
- We value, support, and challenge each other.
- We think and act like a business.
- We are creative and innovative.
- We work together to be better.



## 2. BECOME A COACHING AND LEARNING ORGANISATION

- We are all leaders and take responsibility for our actions.
- We embrace a coaching approach.
- We embed a culture of learning and innovation.
- We continually review the way we work.
- We seek to learn from others.



## 3. TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE

- We value and challenge each other.
- We give and receive constructive feedback.
- We empower each other to fulfil our roles.
- We recognise and celebrate success.



## 4. BE THE EMPLOYER OF CHOICE

- We recruit, retain and sustain our talent by investing in them.
- We are recognised for making a positive difference within our local communities.
- We celebrate and value our diverse workforce.
- We are known as an attractive employer across the country.
- We value the health and wellbeing of our staff.







**Appendix (3)**  
**Equality Impact Assessment Form**



<b>Directorate: Transformation and Resources</b>	<b>Service: Human Resources and Organisational Development</b>
<b>Completed by: S Lewis</b>	<b>Date: 040820</b>
<b>Subject Title: People Strategy 2020-2023</b>	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes <i>*delete as appropriate</i>
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
Details of the matter under consideration:	The purpose of the People Strategy 2020-2023 is to provide a framework for applying People management practices to achieve successful services outcomes in line with The Council's corporate priorities. It deals with the practicalities of what needs to change, managing those changes and establishing what needs to stay the same to deliver corporate goals, from a Human Resources perspective.
<i>If you answered <b>Yes</b> to any of the above go straight to Section 3</i>	
<i>If you answered <b>No</b> to all the above please complete Section 2</i>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered <b>Yes</b> go to Section 3</i>	
If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on	

<p>these three groups:  <i>You do not need to complete the rest of this form.</i></p>	
<p><b>3. EVIDENCE COLLECTION</b></p>	
<p>Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?</p>	<p>The strategy has an impact on the entire Council workforce and as such has an impact on all protected characteristics, as the Council's workforce comprises of all the protected characteristics.</p> <p>A knowledge of the existing workforce profile and equality policies within the Council that are applied to the workforce, including the Recruitment and Selection Policy, Equality in Employment Policy and all other related employment policies, including a recent Equal Pay Audit have been used to assess the impact of the strategy and workforce plan on staff.</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>See Above.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <p>Age  Gender  Disability  Race and Culture  Sexual Orientation  Religion or Belief  Gender Reassignment  Marriage and Civil Partnership  Pregnancy and Maternity</p>	<p style="text-align: right;"><i>*delete as appropriate</i></p> <p>Yes  Yes  Yes  Yes  Yes  Yes  Yes  Yes  Yes</p>
<p><b>4. DATA ANALYSIS</b></p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>The strategy has an impact on the entire Council workforce and as such has an impact on all protected characteristics.</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>The People Strategy ppriorities ensure the Council aims to continue to be an organisation that:  Embed a one council mind-set through cultural transformation;</p>

	<p>Become a coaching and learning organisation; Trust and empower our staff and celebrate excellence; Be the employer of choice in West Lancashire</p> <p>Consequently, any altered impacts in these areas are envisaged to be positive for the stakeholders and the Council.</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 Council engages with the local Trade Unions on all aspects of amendments or changes to HR policy or practice. The People Strategy has also been subject to these Trade Union considerations and any comments or issues raised by the Trades Unions have been incorporated into the strategy document.</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>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>Census Data Profile information available on the Council's website Workforce Profile Equality Policies within the Council Equal Pay Audit Trade union consultation</p>
<p>If any further data/consultation is needed and is to be gathered, please specify:</p>	<p>N/A</p>
<p><b>5. IMPACT OF DECISIONS</b></p>	
<p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p>	<p>The decision to agree the People Strategy with its' action plan will impact positively on the stakeholders and not have any adverse effect on any particular Protected Characteristic.</p>
<p><b>6. CONSIDERING THE IMPACT</b></p>	
<p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).</p>	<p>See above in 5.</p>

<p>What actions do you plan to take to address any other issues above?</p>	<p>No further actions on equality impact need to be taken.</p>
<p><b>7. MONITORING AND REVIEWING</b></p>	
<p>When will this assessment be reviewed and who will review it?</p>	<p>The People Strategy plan 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.</p>





COUNCIL: 14 October 2020

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**Report of: Corporate Director of Transformation and Resources**

**Relevant Portfolio Holder: Councillor I Moran**

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

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## **OVERVIEW AND SCRUTINY ANNUAL REPORT 2019/20**

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Wards affected: Borough wide

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

1.1 To present the Overview and Scrutiny Annual Report 2019/20 and consider how Overview and Scrutiny is working at West Lancashire.

### **2.0 RECOMMENDATION**

2.1 That the Overview and Scrutiny Annual Report 2019/20, appended to this report, be noted and the Overview and Scrutiny Committees be commended on their work.

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### **3.0 BACKGROUND AND CURRENT POSITION**

3.1 The Overview and Scrutiny Annual Report, appended to this report, provides details of the work of the Overview and Scrutiny Committees undertaken during 2019/20.

3.2 The Council's decision on the Sustainable Organisation Review Project has required the review of members' role in terms of providing a more strategic input and in delivering scrutiny which is currently being considered by the Member Development Commission. This may influence the content of Annual Reports in later years.

### **4.0 SUSTAINABILITY IMPLICATIONS**

4.1 Overview and Scrutiny arrangements can assist in involving the community in decisions which affect their lives.

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

5.1 There are no specific financial or resource implications arising from this report. However, there are financial and resource implications in respect of officer and member time in dealing with overview and scrutiny matters which must be contained within available resources.

## **6.0 RISK ASSESSMENT**

6.1 Effective overview and scrutiny arrangements are important in holding the executive to account, policy development and meeting statutory requirements.

## **7.0 HEALTH AND WELLBEING IMPLICATIONS**

7.1 There are no health and wellbeing implications arising from this report.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix - Overview and Scrutiny Annual Report 2019/20 (To follow)



COUNCIL: 14 October 2020

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**Report of: Director of Place and Community**

**Relevant Portfolio Holder: Councillor J. Wilkie**

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

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

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To provide a summary of the Housing Revenue Account (HRA) revenue and capital outturn positions for the 2019/20 financial year

## **2.0 RECOMMENDATIONS**

2.1 That the financial outturn position of the 2019/20 HRA and Capital Investment Programme be noted and that the budget allocations set out in paragraphs 4.3 and 5.3 be approved.

2.2 That the expenditure highlighted in paragraph 5.4 be noted.

2.3 That the switching of funding from HRA borrowing to HRA revenue contributions in paragraph 5.6 be noted.

## **3.0 BACKGROUND**

3.1 The financial year 2019/20 represented the final year of the government's four year rent setting policy to reduce social housing rents by 1% per annum to 2020. This policy progressively added pressure to the HRA over this period. However, the Policy Options agreed by Council in July 2016 and October 2016 have delivered sufficient savings and efficiencies to secure the HRA's financial position over the medium term.

3.2 The draft HRA outturn position was reported to Council within the Financial Update report in July 2020. A briefing on the capital outturn position has also been provided to the portfolio holder for housing. This report confirms the final HRA and

housing capital outturn positions, subject to external audit, and returns reporting to the usual separate report after the response to Covid-19.

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

4.1 A summary of the HRA revenue outturn is set out in appendix one and shows a favourable budget variance of £0.742m was achieved, which represents 2.95% of the total budget. This is a strong position given SORP reorganisation, Covid and the new repairs contract. This in turn demonstrates that the HRA currently maintains a healthy financial position.

4.2 The main reasons for this positive position are:

- There were a number of vacant posts through the year
- A slightly reduced revenue contribution towards funding the capital programme
- Dwelling rents exceeded budget due in part to a low voids rate
- There are two levels of support offered to sheltered housing tenants, known as category 1 and category 2. Service charge income was better than budget, in part reflecting the success in offering category 2 levels of tenant support to category 1 sheltered housing tenants. In addition, take up of the furniture service also increased service charge income.

4.3 It is proposed to allocate this £742k surplus as follows:

- Around £661k to be moved into 2020/21 to fund the HRA budget (£460k), and the balance (around £201k) to fund revenue budget issues agreed at Council in February 2020
- £51k to be added to the repairs reserve. This is to maintain the principle of the reserve balance being at least 10% of the new price per property contract for responsive repairs and void revenue repairs. Contract final settlement and mobilisation costs were funded without utilising the repairs reserve
- Around £25k of remaining DWP grant money to be moved into 2020/21 to ensure it can be used for its approved purpose of supporting tenants with Universal Credit and budgeting advice
- Around £5k of additional income identified during the closedown process has been added to the budget savings and efficiency reserve for later use

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

5.1 A summary of the Housing Capital Investment Programme outturn is shown in Appendix Two. Total expenditure, excluding the purchase of properties to utilise 141 capital receipts, was £7.133m. This represents around 66% of the total budget of £10.826m. The programme was partially delayed by the Coronavirus pandemic and partially due to general programme slippage.

5.2 It is standard practice at year-end that capital budgets that have not been fully utilised are reviewed before being transferred 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.

5.3 It is proposed that the variance of £3.693m (£10.826m budget less £7.133m expenditure) is used as follows:

- £3.205m is transferred into 2020/2
- That budgets will be moved between schemes as detailed in Appendix Two, they are funding neutral overall
- That funding of £0.488m that is no longer required is released

5.4 In addition to the capital programme, £3.488m has been incurred on the purchase of 30 properties to add to the HRA housing stock. These purchases were time-specific to ensure that 141 capital receipts were available to fund 30% of this cost. The alternative at that point was to repay the receipts to Government, with interest.

5.5 In recent years the aim has been to minimise the use of borrowing by switching to any available revenue funding instead. This preserves existing borrowing headroom and avoids taking on additional borrowing until absolutely required. HRA borrowing is likely to be used in buying housing stock from Tawd Valley Development company.

5.6 Borrowing was initially earmarked to match fund the remaining 70% for housing stock purchases, but given that £3.205m of the capital programme has been transferred into 2020/21 the opportunity has been taken to utilise remaining revenue contributions from 2019/20 to match fund 141 receipts as much as possible. This means that in 2019/20 only £155k of existing HRA borrowing was required rather than £2.448m as would have otherwise been the case.

5.7 The consequence is that, initially at least, the capital programme moved from 2019/20 to 2020/21 will be funded from HRA borrowing in 2020/21. If the 2020/21 HRA budget has available resources, some of this borrowing can also be switched to revenue contributions in year.

## **6.0 SUSTAINABILITY IMPLICATIONS**

6.1 Work carried out through 2019/20 has ensured that, with the information we are aware of, the HRA can deliver services and is financially sustainable in the medium term. This supports the community strategy which highlighted that local people should receive good quality homes for a fair and appropriate rent.

## **7.0 RISK ASSESSMENT**

7.1 The formal reporting of performance on the Housing Revenue Account is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. This process is resource intensive for both Members and Officers but ensures that a robust and achievable budget is set.

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix One – HRA Revenue Outturn

Appendix Two – Capital Investment Programme Outturn

## Appendix One – HRA Revenue Outturn

Budget Area	Revised Budget £000	Variance £000	Comment
Employee Expenses	4,561	-125	Staffing vacancies throughout the year, increased recruitment and agency costs later in the year
Void repairs and response repairs	2,879	246	Both budgets are demand-led so final outturn depends upon various factors, primarily final settlement of old repairs & voids contract.
Other premises costs	3,069	210	Electrical testing offset by reduced capital electrical expenditure, gas servicing revenue costs and increased furnishing costs offset by increased furniture income
Transport costs	187	-27	Car Allowances
Budget contingency	183	-183	Around £80k contingency to supplies & services to fund new repairs contract - contact centre mobilisation costs
Supplies and Services	1,244	-13	Various items. Primarily consultancy costs to support implementation of the new Repairs contract, offset by the provision for bad debts and outside contractor costs both being below budget.
Support Services and internal income (net)	255	-214	Primarily support to tenants on Universal credit in week 53 from DHP's
Loan interest	3,057	0	Fixed annual payment
Contributions to capital	9,701	-274	Contribution available to fund the capital programme and purchase of housing stock
Dwelling rents	-22,420	-125	Voids rate lower than budgeted
Other external income	-2,716	-237	Take up of Category 2 level support offer by Category 1 sheltered housing tenants and increased furniture service income
<b>Total</b>	<b>0</b>	<b>-742</b>	Represents 2.95% of the overall turnover

## Appendix Two – Capital Investment Programme Outturn

Scheme Description Expenditure	Revised Budget £000's	Outturn 2019-20 £000's	Var. £000's	Transfers £000's	Slippage. £000's	Release Funding £000's	Comments
Re-Roofing Works	2,131	1,414	-717	-453	1170		Transferred to 2020/21, partly due to lockdown, as well as some structural issues
Heating System Upgrades	823	884	61	-86	25		
External Works	750	398	-352		325	27	Transferred to 2020/21, partly due to lockdown. Completion expected 2021
Electrical Upgrades	737	256	-481	461	20		Less works required after condition reports than anticipated. Electrical tests funded from revenue.
Kitchen Replacements	633	430	-203	103	20	80	Vire some budget to contingency for non-access properties
Windows and Doors	581	36	-545		545		Transferred to 2020/21, partly due to lockdown
Bathroom Replacements	501	337	-164	74		90	2019/20 programme completed, vire some budget to contingency for non access properties
Communal Fire Safety Works	426	290	-136			136	Future budget allocations considered adequate
Walls	280	0	-280	117	100	63	£100k transferred to 2020/21 to fund pilot for cavity wall insulation and repairs to modular brickwork
Communal Areas Improvements	117	76	-41	-39	80		Project re-specified, £80k transferred to 2020/21
<b>Capital Investment Programme</b>	<b>6,979</b>	<b>4,121</b>	<b>-2,858</b>	<b>177</b>	<b>2,285</b>	<b>396</b>	



Scheme Description Expenditure	Revised Budget £000's	Outturn 2019-20 £000's	Var. £000's	Transfers £000's	Slippage. £000's	Release Funding £000's	Comments
Beechtrees	1,290	1302	12			-12	Project Finished
Westec Development HRA Element	20	38	18			-18	Project Finished
Firbeck		-15	-15			15	Project Finished
Professional Fees	700	659	-41			41	
Adaptations for Disabled People	439	390	-49		49		Access considerations. £49k Transferred to 2020/21.
Contingency/Voids	300	377	77	-177	100		£100k transferred to 2020/21 for programme non-access properties
Improvements to Binstores	299	107	-192		192		Completion of bin replacement project
Environmental Programme	200	7	-193		193		Continuation of Environmental Programme
Asset Management Assessment	185	109	-76		50	26	£50k transferred to 2020/21 to fund implementation
Lifts	168	0	-168		140	28	Completion of lift works
Sheltered Housing Upgrades	140	0	-140		140		Continuation of sheltered housing upgrades
Garages		-4	-4			4	
<b>Other Housing Schemes</b>	<b>3,741</b>	<b>2,971</b>	<b>-770</b>	<b>-177</b>	<b>864</b>	<b>83</b>	
Digital Initiatives	57	41	-16		16		
Purchase Service Charge Software	40	0	-40		40		
Housing OR Recommendations	9	0	-9			9	
Rounding							
<b>Total Capital Programme</b>	<b>10,826</b>	<b>7,133</b>	<b>-3,693</b>	<b>0</b>	<b>3,205</b>	<b>488</b>	

Housing Stock Purchases		3,488					Purchase 30 properties to utilise 141 receipts
<b>Total Expenditure</b>		<b>10,622</b>					

Notes

1. £3.205m of the capital programme is being transferred into 2020/21, £2.285m of that being the capital investment programme
2. Budgets within the capital investment programme are being moved between schemes to allow completion of the various programmes, this was advised as being likely to be required in previous HRA reports
3. £177k of kitchen and bathroom budgets has been moved to contingency/voids, £100k of this then being slipped to cover for non-access situations as these may be picked up in future years through the voids programme.
4. £488k of the overall capital budget is not required so has been released to free up funding.
5. £3.488m of expenditure was additionally incurred purchasing 30 properties to utilise 141 capital receipts.



Council: 14 October 2020

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**Report of: Head of Finance, Procurement and Commercial Property**

**Relevant Portfolio Holder: Councillor A. Yates**

**Contact for further information: Cathy Murphy**  
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**SUBJECT: CAPITAL PROGRAMME OUTTURN**

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Wards Affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide a summary of the capital outturn position on the General Revenue Account (GRA) for the 2019/20 financial year

## **2.0 RECOMMENDATIONS**

- 2.1 That the Capital outturn position be noted and the proposed Capital allocation set out in Appendix 1 be approved.
- 2.2 That the Capital Slippage and significant variances in Appendix 2 be noted and approved.
- 

## **3.0 BACKGROUND**

- 3.1 The Capital Programme is set on a three-year rolling basis and the Programmes for 2020/2021, 2021/2022 and 2020/23 were approved by Council in February 2020. Most of the unused funding from the previous year has been transferred into the current year.
- 3.2 In accordance with best practice, the Capital Programme is subject to revision during the year to ensure that it is based on the latest available information and to make monitoring of the Programme more meaningful. It enables Managers to review their schemes with the most up to date information and to review the resources available. It also provides a base upon which to build future Capital Programmes.

- 3.3 It should be noted that the final accounts for the 2019/2020 year are subject to audit and the figures contained in this report are, potentially, subject to change. Members will be informed in due course of any significant matters arising from the Audit.

#### 4.0 CAPITAL PROGRAMME OUTTURN

- 4.1 Expenditure on the GRA Capital Programme in the year was £4.201m against a budget of £4.989m (this excludes Capital Contingency), and a breakdown is provided in the following table:

**Table 1**

Budget Area	Expenditure	Budget	Variance	Expenditure
	£000	£000	£000	%
Finance Procurement & Commercial Property	970	606	363	160%
Wellbeing & Leisure	636	1,042	-406	61%
Environmental Services	241	263	-22	92%
Growth and Development	64	473	-409	13%
Housing and Regulatory Services	1,946	2,129	-184	91%
Corporate and Customer Services	346	476	-131	73%
<b>TOTAL</b>	<b>4,201</b>	<b>4,990</b>	<b>-788</b>	<b>84%</b>

- 4.2 The expenditure level was 84% of the total budget (this excludes the costs of redundancy of £2.3M), which was funded through Capital Receipts. This is a slightly higher level than that achieved in previous years. The largest capital scheme was the Skelmersdale Town Centre Development, which had expenditure of £474,000 and is in progress, however this progress has been partially delayed due to the current pandemic and legal issues.

#### 5.0 SLIPPAGE OF EXPENDITURE APPROVALS

- 5.1 100% spend against the Budget is never anticipated due mainly to reasons beyond the Council's control. For example, some schemes are reliant on a significant amount of match funding and external contributions, and others are demand led or dependent upon decisions made by partners.

- 5.2 Schemes that are not completed within the financial year for which they are scheduled are carried forward into the following financial year along with their unused expenditure and resource approvals.  
In line with our normal practice it is expected that the majority of the budget variance will be transferred into the 2020-21 financial year to enable capital schemes to be completed. This is analysed in Appendix 2 – Capital Slippage and significant variances.

## 6.0 SIGNIFICANT VARIANCES

- 6.1 Variances between the original estimated cost of a capital scheme and its final position are normal and the Council has established budgetary management and control procedures in place to minimise such variances. While there have been a number of over and under spends this year, in total expenditure was £0.788m below budget, which is a variance of 15.8%. An analysis of significant variances by scheme is provided in Appendix 2.
- 6.2 For those elements of the capital programme that have incurred additional expenditure they have been partly financed through matched funding, internal borrowing (applying surplus cash balances in the Council to avoid external borrowing) and through reducing expenditure budgets on relevant schemes in future years, within the context of the managed three year capital programme process. The agreed Capital Programme in future years which is analysed in Appendix 1.

## 7.0 CAPITAL RESOURCES

- 7.1 The main area of the capital resources budget that is subject to variation is in relation to capital receipts. These are the useable proceeds from the sale of Council assets (mainly houses under Right to Buy sales) that are available to fund capital expenditure. These receipts can vary significantly depending on the number and value of assets sold.
- 7.2 62 Right to Buy Council House sales were generated against the forecast of 50 for the financial year. Also anticipated was a receipt from the sale of properties on Westec, the position being summarised in Table 2 below.

Description	Estimate £000	Actual £000	% Received Against Budget
Right To buy Sales	260	339	130%
Westec Sales	1000	910	91%
Other Sales	0	13	13194%
<b>Total</b>	<b>1260</b>	<b>1262</b>	<b>100%</b>

- 7.3 In addition to the Usable Capital Receipt figures shown above, the Council is also able to retain a proportion of the proceeds generated by Council House sales for specific purposes. In this respect, by the end of the financial year £0.432m had been generated for “One for One Replacement Funding”

## **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.

## **9.0 RISK ASSESSMENT**

9.1 Capital assets shape the way services are delivered for the long term and, as a result, create financial commitments. The formal reporting of performance against the Capital Programme is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. Schemes within the Programme that are reliant on external contributions and/or decisions are not started until funding is secured. Other resources that are subject to fluctuations are monitored closely to ensure availability. The Capital receipts position is scrutinised on a regular basis and managed over the medium term to mitigate the risk of unfunded capital expenditure.

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### **Background Documents:**

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

### **Equality Impact Assessment**

The budget proposals contained in this report have either been the subject of previous reports to Committee, are currently at a high level where more detailed work is required, or would not have an adverse impact on the public, employees, elected members and / or stakeholders. Consequently, no equality impact assessments have been produced for these proposals at this time.

### **Appendices**

Appendix 1 – Capital Receipt Funding for Individual Schemes  
Appendix 2 – Capital Slippage and Significant Variances

## APPENDIX 1 - CAPITAL RECEIPT FUNDING FOR INDIVIDUAL SCHEMES

SERVICE AND SCHEME	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000
<b><u>Finance Procurement &amp; Commercial Property</u></b>				
Parish Capital Schemes	45	30	30	<b>105</b>
Civica Financials - Making Tax Digital	20	0	0	<b>20</b>
Increase in ICT Development Budget from 100k to 200k pa	100	100	100	<b>300</b>
Right Kit Right Role Right Refresh - support agile working	129	25	0	<b>154</b>
Digital Transformation - Implementation of IT Strategy	400	0	0	<b>400</b>
Less HRA funding for Strategy	-200	0	0	<b>-200</b>
Microsoft Enterprise Site Licence	35	35	35	<b>105</b>
ICT Upgrades	0	0	20	<b>20</b>
<b><u>Wellbeing &amp; Leisure</u></b>				
Playground Improvements	30	30	30	<b>90</b>
Leisure Essential Works	44	0	0	<b>44</b>
Burscough Sports Centre	321	0	0	<b>321</b>
Play Area Improvement Programme	18	99	78	<b>195</b>
Green Lane Rugby Car Park	21	0	0	<b>21</b>
<b><u>Environmental Services</u></b>				
Purchase of Vehicles	46	0	0	<b>46</b>
Purchase of Wheelie Bins	57	0	0	<b>57</b>
Expand In Cab System	4	0	0	<b>4</b>
Waste Collection Projects	15	0	0	<b>15</b>
Litter Bin Policy Review (Cabinet November 2019)	10	5	5	<b>20</b>
<b><u>Growth and Development</u></b>				
Planning/land Charges ICT Upgrades	20	20	20	<b>60</b>

Moor Street Phase 2	3	0	0	3
Alder Lane/Bramble Way Landfill; Site upgrade and replace	75	0	0	75
Free Trees	7	7	6	20
<b><u>Housing and Regulatory Services</u></b>				
Corporate Property Investment Programme	164	164	164	492
Derby Street works to allow staff relocation following SORP	22	0	0	22
Housing Renewal Grants	100	50	50	200
Disabled Facilities Grants	100	0	0	100
CCTV	120	120	0	240
Building Compliance on Commercial Property	20	20	20	60
Electric Vehicle Charge Point Network Extension	20	0	0	20
<b><u>Corporate and Customer Services</u></b>				
I C T Infrastructure	50	50	50	150
ICT Development Programme	100	100	100	300
Replacement CRM system	29	0	0	29
Website	20	0	0	20
<b>Total Programme</b>	<b>1,945</b>	<b>855</b>	<b>708</b>	<b>3,508</b>



## APPENDIX 2- CAPITAL SLIPPAGE FOR INDIVIDUAL SCHEMES - 2019/20

	£'000	£'000
<b><u>Finance Procurement &amp; Commercial Property</u></b>		
Civica Financials & Purchasing Upgrade	6	
Parish Council Systems	19	
Skelmersdale Gateway Improvements	50	
Culvert Debris Screens	2	
Economic Regeneration Programme	5	
Wheatsheaf Walks	29	
		<b>111</b>
<b><u>Wellbeing &amp; Leisure</u></b>		
Rufford Village Hall Play Area	53	
Tawd Valley Park	48	
Chapel Gallery Phase 3	10	
WL Play Strategy Improvements	92	
Hesketh Avenue	40	
Nye Bevan Pool Building Works	9	
Park Pool Building Works	13	
Hunters Hill	15	
Allotment Improvements	6	
Bowling Greens	11	
Whittle Drive Playing Fields	37	
Abbey Lakes	11	
		<b>345</b>
<b><u>Environmental Services</u></b>		
Replacement Vehicle Wash	21	
Street Cleansing Tools	10	
Updated Weighbridge Software	5	
		<b>36</b>
<b><u>Growth and Development</u></b>		
Bus Rail Link	91	
Conservation Area Enhancement	15	
Preservation of Buildings at Risk	2	
IDOX ERDM System	12	
Sluice Lane (CIL)	31	
Ormskirk Town Centre (CIL)	50	
Skelmersdale Vision	11	
Moor Street (Phase 2)	174	
Mill Dam Lane	3	
Abbey Lake Quarry	20	
		<b>409</b>

## **Housing and Regulatory Services**

Housing Renewal Grants	61	
Project Management Leisure Buildings	61	
Stanley Depot	39	
Public Buildings Regulations & Upgrades	251	
Derby Street	33	
Project Management Public Buildings	20	
Affordable housing	79	
M3PP System Replacement	40	
CCTV	14	
		<b>598</b>

## **Corporate and Customer Services**

ICT Development	10	
Egress Secure Email & File Transfer	11	
CRM System	42	
Invest to Save Digital Services	59	
Etarmis System	17	
		<b>139</b>

## **Significant Variances not to be included in Slippage**

### **Finance Procurement & Commercial Property**

Skelmersdale Town Centre Redevelopment	-474	
This will be funded by Internal Borrowing		

### **Wellbeing & Leisure**

Chequer Lane Playing Fields -	60	
This will be returned to the CIL Programme		

### **Environmental Services**

Waste Collection Project	-14	
This will be funded from Capital Receipts already approved in 2020/21		

### **Housing and Regulatory Services**

Disabled Facilities Grants	-414	
This will be funded by matched income		

### **Corporate and Customer Services**

Windows 10 Upgrade	-8	
This will be reversed in 2020/21		<b>-850</b>







COUNCIL: 14 October 2020

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**Report of:** Corporate Director of Place & Community and Corporate Director of Transformation & Resources

**Relevant Portfolio Holder:** Councillor Y. Gagen

**Contact for further information:** Sharon Lewis and Danny Crangle  
(email: [sharon.lewis@westlancs.gov.uk](mailto:sharon.lewis@westlancs.gov.uk), or [danny.crangle@westlancs.gov.uk](mailto:danny.crangle@westlancs.gov.uk))

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**SUBJECT: UPDATE OF KICKSTART PROGRAMME AND APPRENTICESHIPS**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To update Council on the progress made reviewing the Kickstart Programme launched by the Government and seek the release of pump prime monies associated with the support resources needed to establishment the scheme as detailed in the report, update on plans for Apprenticeships within the Council and working with local businesses and update following the July 2020 resolution on the matter.

## **2.0 RECOMMENDATIONS**

2.1 That Council note the progress made in relation to the planning for the potential establishment of a Kickstart Programme within the Borough, the current work with local businesses in the Borough to encourage the take up of Apprenticeships and the update on Apprenticeships within the Council workforce.

2.2 That Council agree to the release of a pump prime funding, as indicated in the report Financial and Resources Implications, to enable the Council to submit an application to the Department for Work and Pensions to become a Kickstart Programme intermediary provider and to enable the effective operation of the project, if the application is approved.

2.3 To delegate any decision making powers related to the Kickstart Programme implementation and operation within the overall budget indicated, to the Corporate Director Place and Community, in consultation with the Portfolio Holder for Leisure, Health and Wellbeing and Human Resources.

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### 3.0 BACKGROUND

3.1 In July 2020, Council resolved:

- A. That it be noted that this Council is increasing the number of apprenticeships offered within the organisation and that a number of apprenticeships have been started in recent months or are scheduled to start shortly and this is to be warmly welcomed. That this Labour run council has a strong record of action when it comes to creating opportunities within the council and working with employers large and small across the borough and education providers, including West Lancashire College and that this action has resulted in the creation of 33 meaningful apprenticeships within the Council (25 new starts since 1 April 2017) in addition to and this doesn't include those apprenticeships created through our contractor partners in housing services.
- B. That it be noted with concern that the effects of the COVID-19 pandemic on the employment prospects of young people have been very negative. Youth charity, Impetus point out:
- That in June 2020 twice as many young people are now claiming unemployment benefits compared to March 2020, with 13% of the youth labour force now claiming benefits.
  - That this summer, a further 500,000 young people will leave education and try to enter the labour market.
  - Young people are 2.5 times as likely to work in shut-down sectors, accounting for 30% of all 18-24 year olds. This has meant that one-third of 18-24 year olds – excluding students – have either lost their jobs or been furloughed. That it's double the rate of prime age adults.
  - 9% of non-full-time students have lost their main job since COVID-19 hit – three times higher than the average figure.
- C. That this council welcomes the announcement by the Chancellor on 8 July that HM Treasury will provide £2 billion under the Kickstart Scheme specifically targeted to support the creation of opportunities for those seeking work, in particular for those in the 16-25 year old age group. As the Kickstart Scheme is based on Labour's successful Future Jobs Fund, it should help many young people to access work. There is also the uncertainty of the Council's financial position due to the COVID-19 pandemic and the lack of proper funding from central government.
- D. That this Council resolves to:
- 1) Use the commitment from Government to provide support for those seeking work, including the creation of apprenticeships for young people, to continue to engage in providing meaningful apprenticeship schemes within the Council in a prudent and financially sustainable manner.
  - 2) Continue to work with the wider business community in West Lancashire to encourage greater provision of apprenticeships.
  - 3) Write to the Chancellor, the Right Hon Rishi Sunak MP and Minister for Apprenticeships and Skills, The Hon Gillian Keegan MP calling on the Government to provide funding in support of apprenticeship schemes beyond 2021.

- 4) Bring a report back to the October 2020 Council meeting on a plan to recruit more apprentices where possible taking into account our financial position and having fully received and understood the governments new policies/directives on apprenticeships.

#### **4.0 Kickstart Scheme Update**

- 4.1 The Kickstart Programme is a £2billion funded Government programme created from the 'A Plan for Jobs' policy, to support unemployed young people into high quality 6 month paid work placements.
- 4.2 The programme enables employers to create new 6 month job placements for young people who are currently in receipt of Universal Credit and at risk of long-term unemployment.
- 4.3 It is 100% funded at National Minimum Wage for 25 hours a week, plus employer NI and employer minimum basic auto enrolment pension provision requirements. In addition, employers receive £1,500 per job placement as setup costs, support and training.
- 4.4 There is an application process for employers and any employer applicant must be able to offer a minimum of 30 job placements over the lifetime of the project, which is anticipated to be 2 to 3 years. If an employer cannot offer 30 placements, then two or more employers can go into partnership and apply together.
- 4.5 As an intermediary applying on behalf of a group of employers, there is an additional one off £300 of funding per placement to support with the associated administrative costs of any such partnership collaboration.
- 4.6 The eligibility is centred on candidates aged 16-24, claiming Universal Credit and at risk of long-term unemployment. Employers will be able to register in September 2020 for money to be paid in Autumn 2020 and beyond. Further clarification is required and has been sought from the Department for Work & Pensions in relation to the employment of those under the age of 18.
- 4.7 The job placements created with Kickstart funding must be new jobs, and must not be to replace existing or planned vacancies. The jobs on offer must be a minimum of 25 hours per week, for 6 months, paid at least National Minimum Wage and should not require people to undertake extensive training before they begin the job placement.
- 4.8 Any training provided by the host employer must include help for the participants to develop their skills and experience, including: support to look for long-term work, including career advice and setting goals; support with CV and interview preparations; supporting the participant with basic skills, such as attendance, timekeeping and teamwork. The full range of training options will need to be explored, however this could include training provided directly by the Council or other local colleges or alternative training providers.
- 4.9 The funding arrangements are such that the intermediary will draw salary costs from the DWP, but reclaim them in three blocks, at two months, four months

and at the end of the six month placement. Consequently the intermediary would need to firstly, fund the salaries for all the placements upfront and distribute to the partner employers to be reclaimed later. Consequently an amount of pump prime monies would need to be identified to enable an application to be made to the DWP and if successful, to commence the programme. Once the monies were reclaimed, additional pump prime monies would be reinvested into the programme to secure another replacement placement until the programme ends.

- 4.10 The DWP expect the window for funding bids to close in December 2021. Bids can be submitted up to this date.
- 4.11 There is a bursary of £1500 available for training and development costs for each Kickstart placement. This is paid to the employer in the first week after confirmation that the placement has commenced. The DWP have confirmed an intermediary can use the bursary to fund a co-ordinator role, however agreement for contribution would have to be reached with each partner before the bid is submitted, the intermediary is also paid £300 per placement for administrative costs – this can also be used to fund job roles to support the scheme. This will however, limit the amount of paid training that can be provided to the candidates.
- 4.12 It is considered that the Council could act as an intermediary for the Kickstart Programme within the Borough, and could offer the opportunity for local businesses to gain from the possibility of a Kickstart placement. As the scheme requires that a minimum number of placements is 30, over the life of the project, some smaller businesses would not be able to part take in this programme without this leadership and support. However by potentially working in collaboration with local businesses, the Council could co-ordinate placements across a number of small businesses whilst at the same time offering placements within the Council's own workforce. It is not possible to confirm, at this stage, the total number of placements that can be supported, nor determine the interest and take up by local businesses. To estimate the share of placements that would be offered within the Council and those hosted by local businesses for costing purposes 60 placements have been anticipated (30 posts with 2 x 6 month placements in each post) that will be available in the Council and hosted by partner businesses in the local community, over a 12 month period. But this is not a final figure and the actual figure may vary significantly when detailed work is completed.
- 4.13 Discussions have also commenced with West Lancashire College regarding the potential for the college Adult Learning facilities to be able to provide the required training that each placement would need. The costs of this are yet to be confirmed.
- 4.14 Given the fact that the minimum number of placements is 30, it would be necessary to set up a Project Management Team with input from various Council services and partner organisations to manage the application process, and to work with local businesses to co-ordinate placements in the local business community. In addition they will also need to assist line managers to manage and supervise a group of young people who are likely to require a high level of support in a workplace setting. It is not possible to absorb this workload within existing Council resources.



- 4.15 It is therefore proposed the Council create a fixed term Kickstart Programme Coordinator, and a fixed term Kickstart Project Support Officer who would act as the Project Administrator as a minimum requirement, to form the collaboration relationships with local businesses, manage the placements, administration and funding requirement of the scheme. It is proposed that this is for an initial 12 month period.
- 4.16 It is anticipated that there will be some clear overlaps in the desired outcomes of the scheme and the More Positive Together Project. Consequently it is anticipated that the team will be based within the More Positive Together team, within the Leisure and Wellbeing Service, however consideration will be given to the long term management arrangements as the MPT external funding concludes in December 2021
- 4.17 Discussions on the details of how the programme will operate are in their early development stage at the moment, and guidance from the DWP is still being written. Given that full details about the grant funding arrangements are also not clear, no firm plans are in progress at this time.
- 4.18 Discussions are also taking place with neighbouring authorities and key businesses to explore partnering opportunities. The DWP have confirmed that they would be happy for WLBC to partner with any neighbouring Councils within Merseyside or Lancs and South Cumbria footprint of the DWP, if the Council sees this as the most effective way of delivering the Kickstart Project.
- 4.19 Given the potential scale of this exciting project, officers are working through possible models of operation and once a firmer picture is known, an update report will be provided to members in due course.
- 4.20 However, in the meantime, it would be advantageous that the Corporate Director for Place and Community be given delegated authority to make whatever operational decisions necessary to facilitate the commencement of this project, including the ability to appoint additional resources in the form of a coordinator and administrative support officer as stated above and partner with any interested organisations or businesses.
- 4.21 It would further be the intention that any person who successfully completes a 6 month Kickstart placement, would be given a guaranteed interview, along with any other suitable candidates, for any new and appropriate apprenticeship opportunities that were to be recruited to within the Council's workforce. They will also be able to apply for any other suitable vacancy within the Council, as part of a normal recruitment process, and gain an interview on merit. If the candidate was successful, consideration could then be given to offering an apprenticeship training programme at that stage, once in post. This would extend to any location that the placement had been undertaken, within the Kickstart collaboration partnership of employing organisations. This offer would be made to any person who had completed a successful placement and had the minimum eligibility criteria for that particular apprenticeship.

## **5.0 Update on Work with the Wider Business Community to provide Apprenticeships**

- 5.1 The Council's Communications and Business Engagement team are working with the Lancashire Skills Hub to support and promote Apprenticeships throughout the Borough. COVID-19 has had a significant impact on Employers and Apprentices; to support those affected, an information portal has been developed by the Lancashire Skills Hub which provides specific information and support as well as a sign posting service to other key partners. The Council will continue to promote this support via its social media channels, business database, and through the Skelmersdale Ambassadors Network.
- 5.2 The Council recently established the West Lancs Skills & Employment Taskforce Group in August 2020; with representatives from the Council and key partners attending. The group supports skills, training & employment opportunities for people in the Borough. Since the start of the COVID Pandemic, Universal Credit Claims from 16 – 24's have risen dramatically and could have a catastrophic impact on this age group.
- 5.3 Whilst exploring further opportunities, the group agreed to also support the Government's Kick Start Scheme.

## **6.0 Update in Letter to the Chancellor, the Right Hon Rishi Sunak MP and Minister for Apprenticeships and Skills,**

- 6.1 A letter has been written and sent to the Chancellor, the Right Hon Rishi Sunak MP and Minister for Apprenticeships and Skills, The Hon Gillian Keegan MP calling on the Government to provide funding in support of apprenticeship schemes beyond 2021.

## **7.0 Update on Plans for Apprenticeships in the next 12 months**

- 7.1 The public-sector apprenticeships target was introduced by government in April 2017 and sets a target for any public-sector employer in England with a minimum of 250 employees to employ an average of 2.3% of their staff headcount as new apprentice starts between 1 April 2017 and March 2021. This means the Council is looking for approximately 12 new start apprenticeships each year.
- 7.2 At 1 September 2020 the Council has 15 current live Apprenticeships ongoing, of which 3 are in the new starter category, others are continuation programmes. We are confident we will reach the government aspirational target, the 2.3% target is averaged over the 3 years.
- 7.3 Of the current 15 live apprenticeships 5 are being undertaken by staff whose age is 25 years and under.
- 7.4 The Council currently has 9 posts designated as apprenticeship posts, which are filled on a rolling basis as each apprenticeship fixed term contract ends. These training Apprenticeship posts are in the Environmental Services, Customer and Corporate Services and Growth and Development Services. The average

duration of an apprenticeship training contract is 12 to 18 months. The other apprenticeships are made up of existing staff taking on apprenticeship scheme training programmes funded from the Apprenticeship Levy.

7.5 In order to proactively encourage an increase in the number of apprenticeship placements available within the Council, each time a post anywhere in the structure is vacant, line managers and Heads of Service are asked to review the structure and consider whether the duties of a vacant post can be redesigned to create an apprenticeship opportunity. This consideration occurs for every vacancy before it is advertised.

7.6 Each current apprenticeship placement has been possible to achieve because line managers have been creative with their existing staffing budgets and designed structures around the creation of apprenticeship posts, recognising the value this adds.

7.7 It should be noted that each apprentice must devote 20% of their working time to training, so any apprenticeship placement will provide 80% of a full time post in work capacity to any team.

7.8 However, in the coming months there are plans to increase the apprenticeship cohort by the following new apprenticeship posts:

2 x Customer Services Specialists  
1 x Junior Digital Content Producer – HR (after 1.4.21)

7.9 One of the requirements of the Apprenticeship programme, is equal opportunity in relation to applicants. So it is not possible to limit applications for apprenticeship programmes to a particular age group. However, linked to the Kickstart Programme, we are seeking guidance about whether it will be possible to offer a guaranteed interview to anyone who successfully completes the Kickstart Programme, with the Council or one of our partner organisations within the Kickstart collaboration agreement. If we are able to facilitate this, as we do with the Disability Confident interview guarantee scheme for people with disabilities, this should help to open opportunities for younger people to at least be given an interview and demonstrate their new found skills in a live job market situation.

7.10 Despite us not being able to exclusively issue positive action recruitment to young people, the HR team do encourage take up of apprenticeship vacancies for young people by the following activities:

- Vacant apprenticeship posts are advertised by the training provider and shared by colleges and universities, maximising exposure to young people in education.
- The Council attended an apprenticeship event run by West Lancs College where members of the community could access information about apprenticeships.
- The Council also had a presence at a careers event run by West Lancs College which was aimed at promoting apprenticeships to young people who went to Schools in West Lancs. We also attended a carer's event at St Peters School, Orrell, by request.
- At these career events the Council encouraged its younger apprentices to act as ambassadors to promote that the Council are interested in employing young people, through their role modelling.

- Apprenticeship adverts are also placed on the National Apprenticeship Service Website, which is heavily promoted to young people.
  - Apprenticeships are advertised on the Governments Redundancy Support Service portal which has been created to help apprentices be able to continue with their apprenticeships if they have been made redundant because of COVID-19.
  - The Council promotes the internal Ambassador network encouraging our young people to help other young people.
  - The Council has developed videos which have been shared on our social media portals, showcasing our apprentices, and we have encouraged our younger apprentices to role model in these productions.
  - The Council has started to develop our recruitment website to use images of young people on the recruitment pages and this will be improved further.
- 7.11 The Apprentice Levy funds the training costs of Apprenticeship programmes. The funding is made up of a monthly levy paid to HMRC calculated on the basis of 0.5% of the pay bill, plus a government 10% top-up on this amount. All funds that appear in the apprenticeship levy fund expire 24 months after they appear in the account, if not already spent. This is calculated on a month by month basis.
- 7.12 If the Council spends all the Apprenticeship levy, but still wishes to provide additional Apprenticeship training, the Government will contribute 95% of the cost of the Apprenticeship training programme costs, but require the Council to fund the remaining 5% of the training costs from its own budget.
- 7.13 There are further planned Apprenticeship commitments in the following areas, subject to final contracts, and confirmation of manager for staff attending the programme, which will be a mixture of new posts, and existing staff taking on apprenticeship programmes:
- 11 x Management Apprenticeships (existing staff)
  - 13 x Aspiring Team Leaders (existing staff)
  - 12 x Coaching Apprenticeships (existing staff)
  - 2 x Customer Services Specialists (new vacancies noted in 7.8 above)
  - 1 x Procurement (existing staff)
  - 9 x Facilities Service Operatives (8 existing staff and 1 new vacancy)
  - 1 x Junior Digital Content Producer (new vacancy noted in 7.8 above)
  - 1 x HR Support (existing staff)
- 7.14 With the planned apprenticeships and existing budget commitments, it will be necessary for all future requests for apprenticeships to include a commitment of a 5% contribution from local training budgets to assist with funding.
- 7.15 More recently the government has also introduced incentive funding to assist in the creation of new apprenticeship opportunities following the COVID Pandemic, which will mean that the Council will be able to claim this payment for any apprentice, who is a new employee to the business and who meets the specified criteria. The criteria is that the apprentice has a start date between 1 August 2020 and 31 January 2021 (inclusive) and who was not employed by the employer within the six months prior to the contract start date, will be able to

claim additional funds. For apprentices aged 16-24 the payment will be £2,000, and for apprentices aged 25 or over the payment will be £1,500.

- 7.16 There is also an additional payment of £1000 for pastoral support paid to employers who take on a 16-18-year-old apprenticeship to help meet the extra costs associated with additional support for a worker within this age group. This is ring fenced for that apprentice only.
- 7.17 Employers who train an apprentice who is aged 19-24 who has previously been in care or who has a Local Authority Education, Health and Care plan, will receive an additional £1,000 to help with these additional costs in the same way as the payment for 16- 18 year olds. This is ring fenced for that apprentice only.
- 7.18 For the Council, this new incentive payment will be available for two new starters at this time. Any additional younger worker bonus or taking on a young person formerly in care, will be dependent upon who is successful in obtaining the new posts.
- 7.19 The Council is doing a significant amount of work at present to increase the take up of apprenticeships for young people. In order to increase the availability of more apprenticeships within the Council for young people, the Council would require additional budget commitment to fund the annual salary costs including on-costs together with a 5% contribution to their training cost as outlined in 7.14.

## 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.

## 9.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 9.1 Although the Kickstart Programme is fully funded and the net cost to the Council for running it will be as noted below, there are also some financial/resource implications arising from this report due to the timing of receiving funding.
- 9.2 Table 1 details the Annual Costs and Financing assuming the minimum of 60 placements are included in the programme within a 12 month period.

<b>Table 1 - Annual Cost of Running Kickstart</b>	
<b>Staff Costs</b>	
1 x Kickstart Programme Coordinator, SO1	37,300
1 x Kickstart Programme Support Officer, Scale 5	30,700
<b>Other Costs of Scheme</b>	40,000
including support and training, etc.	
<b>Annual Cost of Running Kickstart</b>	<b>108,000</b>
<b>Financed By:</b>	
<b>Admin Cost Support</b>	-19,000
60 placements x £300	
<b>Set Up Cost Support</b>	-90,000

£1,500 per job placement for support and training 60 Placements x £1,500 per year	
<b>Annual Support Funding</b>	<b>-108,000</b>
<b>Cost of Placements</b>	<b>408,100</b>
60 x National Minimum Wage at 25 (£6,800) (25hrs/wk contract)	
<b>Financed by:</b>	
MHCLG Funding	<b>-408,100</b>

- 9.3 The costs of the Co-ordinator and Support worker, are anticipated as being able to be funded from the £1,500 support and training fee provided with each placement. However, the £1,500 per placement is payable in arrears and so pump prime monies would need to be available to fund this initially and be reclaimed once the £1,500 per placement was received. If the Programme continues beyond year one, then additional resources would need to be considered.
- 9.4 In relation to the pump prime funding for the placements, an initial figure of £3,400 would need to be available for the first 3 months which is also reclaimed in arrears.

## 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.
- 10.2 The risks associated with the Kickstart Programme is ensuring that the Councils can facilitate the minimum of 60 placements in order to contribute to funding the associated officer posts in year one. There is further potential risk with any bursary shortfall associated with any failed placement or placement attrition that may affect support funding being provided to the Council. There is also a piece of work required to ensure all employer partners have an equal contribution to the coordinator from their individual £1500 bursaries.
- 10.3 There will be increased HR resources implications linked to the facilitation of wage payments to Kickstart partner organisations. No guidance from the DWP so far on how this will transpire.
- 10.4 The proposed management arrangement for Kickstart include alignment with the MPT programme due to the previously highlighted synergy, however at present the external funding element of the MPT project is currently due to conclude in December 2021.

## 11.0 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 The proposal will impact positively on *the promote good health and wellbeing and enable people to flourish; Empower people in vulnerable, deprived and*

*disadvantaged communities to realise their full health potential; encourage and enable all people to take a role in identifying and addressing barriers to improve health and wellbeing; and increase people's independence throughout their life course and ability to lead full active lives.*

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

1. Equality Impact Assessment





**Appendix 1  
Equality Impact Assessment Form**



<b>Directorate: Transformation and Resources</b>	<b>Service: Human Resources and Organisational Development</b>
<b>Completed by: S Lewis</b>	<b>Date: 140920</b>
<b>Subject Title: Kickstart and Apprenticeship Update October 2020</b>	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes <i>*delete as appropriate</i>
Is a service being designed, redesigned or cutback:	Yes
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	Yes
Is a programme or project being planned:	Yes
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
Details of the matter under consideration:	The purpose of the report is to update members of the progress with the plans for the Kickstart Programme, which is a Government funded initiative aimed at improving the employment prospects for long term unemployed young people under the age of 25 years. The report also updates of actions in relation to the Councils actions regarding using the Apprenticeship scheme to also tackle the unemployment levels within this same young adult age group.
<p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If <b>Yes</b> , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered <b>Yes</b> go to <b>Section 3</b></i>	

<p>If you answered <b>No</b> to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i></p>	
<p><b>3. EVIDENCE COLLECTION</b></p>	
<p>Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?</p>	<p>Both the Kickstart Programme and the Apprenticeship update are aimed at supporting young adults under the age of 25 to gain meaningful and longer term employment though being provided with training and experiences that will assist in making them more employable in the future.</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>See Above.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <p>Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity</p>	<p style="text-align: right;"><i>*delete as appropriate</i></p> <p>Yes Yes Yes Yes Yes Yes Yes Yes Yes</p>
<p><b>4. DATA ANALYSIS</b></p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>The strategy has an impact on the entire range of protected characteristics, but especially on age.</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>If the Kickstart programme and use of apprenticeships is successful then this will have positive impact on providing better skills and real work experience to young people within the borough. This will give them better opportunities to be successful at real longer term job interviews in the future. Consequently there is the real potential for this to have positive impacts on stakeholders and the Council.</p>
<p>What are people's views about the services?</p>	<p>Both the Kickstart scheme and</p>

Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals?	Apprenticeships are Government incentive schemes. Both have been equality impact assessed by Government.
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?	Government sources ONS Data
If any further data/consultation is needed and is to be gathered, please specify:	N/A
<b>5. IMPACT OF DECISIONS</b>	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	The decision to agree the progress with the Kickstart Programme and to note the progress made with Apprenticeships will impact positively on the stakeholders and not have any adverse effect on any particular Protected Characteristic. It will have a greater impact on Young people, but in a positive way.
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	See above in 5.
What actions do you plan to take to address any other issues above?	No further actions on equality impact need to be taken.
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The Kickstart Programme and update on Apprenticeships will be reviewed regularly. The EIA will be reviewed annually to ensure there has been no change to the assessed impact on any protected characteristic group.





COUNCIL: 14 October 2020

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**Report of:** Head of Finance, Procurement and Commercial Services

**Relevant Corporate Director:** Transformation and Resources

**Contact for further information:** Mr M Kostrzewski (Extn.5374)  
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**SUBJECT: TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS  
MONITORING 2020-21**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To set out details of Treasury Management operations in the year to date and to report on the Prudential Indicators for 2020/21, where available.

## **2.0 RECOMMENDATION**

2.1 That the Prudential Indicators and Treasury Management activity in the year to date be noted.

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## **3.0 BACKGROUND**

3.1 The Council has adopted the CIPFA Treasury Management Code of Practice in Local Authorities. One condition of the Code is that a report must be made twice yearly to the Council on the activities of the Treasury Management function including the exercise of Treasury Management powers delegated to the Borough Treasurer.

3.2 The CIPFA Prudential Code for Capital Finance sets out a range of prudential indicators to assess whether an authority's financial position is prudent, affordable and sustainable. It is best practice that performance on these indicators is reported to Members on a regular basis.

## **4.0 PRUDENTIAL INDICATORS**

- 4.1 One of the Council's main strengths is its healthy financial position, and the Council has consistently received reports from its external auditors stating that the Council has a good financial standing. Moving forward, in general and also in light of the uncertainties due to Covid, the financial situation will be more variable and challenging.
- 4.2 Table 1 in the Appendix details the estimated and the projected outturn in relation to the principle of affordability contained within The Prudential Code for the current financial year. The first indicator shows that the GRA has a low ratio of financing costs compared to net revenue stream. This is due to the fact that interest earned is not as high as anticipated at the start of the year. This is as a result of the bank rate being lowered due to the financial effects of Covid 19, which has adversely affected returns. The HRA position has changed markedly since the introduction of self-financing in March 2012. The borrowing undertaken of some £88.212m attracts annual interest payments of £3.057m, which represents 11.52% of revenue, after allowing for some investment income.
- 4.3 The capital programme was approved at Council in February 2020, monitoring of the programme details that the expenditure is contained within budgetary sums, thus demonstrating a prudent approach to capital investment. Furthermore slippage figures from 2019-20 and revisions to the programme will be presented to members during the course of the year.
- 4.4 There is also a requirement to report upon the Capital Financing Requirement of the Council. This indicator details the authority's underlying need to borrow for a capital purpose. At the end of the financial year 2019/20 the capital financing requirement stood at £102.631m. Due to its nature this indicator can only be reported upon when the non current asset accounts are closed, and the figure for the 2020/21 financial year will not be available until Summer 2021.
- 4.5 With regard to the Treasury Management Prudential Indicators two of these relate to approved borrowing limits namely, the authorised limit for external debt and the operational boundary. Council agreed these limits at, £121.0m and £107.5m respectively at its meeting on 26th February 2020, and we are currently well within these limits. Table 2 in the Appendix details the borrowing structure and interest payments associated with the HRA self financing debt.

## **5.0 INVESTMENTS**

- 5.1 The Treasury Management function has been significantly affected by the Covid 19 pandemic with the Council's income levels reduced and expenditure increased. As a result investments to date this year have on the whole tended to be liquid in nature. This is to ensure the Council can meet its current liabilities during these challenging times. There have been on average fewer funds available for investment during the current year compared to last year. The average amount of funds invested for the first 5 months of 2020/2021 was £26m compared to £28m after the same period in 2019/2020.
- 5.2 Following the SORP review, the Treasury Management investment return budget was increased by £326k to £499.8k. In order to facilitate achieving this target the Council's investment criteria were reviewed and revisions were agreed at the

February 2020 Council meeting. This resulted in an increased number of investment vehicles available for the Council to utilise. The expanded criteria will ensure that the Council continues to seek to minimise the risk of the loss of public funds whilst providing flexibility to increase the return on investments.

5.3 As a result of the Covid 19 pandemic the Base Rate started the year at 0.10% and has remained unchanged since. Given the uncertainty surrounding the manner of the economic recovery from the pandemic and surrounding Britain's exit from the European Union our treasury management advisors, Link Asset Services, have forecast that the base rate will remain at 0.10% until June 2022. It is anticipated that the total interest earned in 2020/21 will not reach the level achieved in 2019/20. The Treasury function has however managed its cash so that it can prepay its future service pension liability, this results in a saving of £150k per annum for the next three years.

5.4 The following table provides details on investment activity during the first 5 months of this year and last year.

	End of Aug 2020/21	End of Aug 2019/20
Investment levels		
Average Funds invested	£26 million	£28 million
External Investment Interest earned	£54,644	£94,074
Turnover	£38.5 million	£33.25
million		
Number of individual investments	4	23
Average Rate earned on all investments	0.316%	0.721%
Number & type of organisations invested in		
Local Authorities	1	1
Building Societies	0	3
Banks	3	3

5.5 As part of the ongoing work to achieve Best Value in Treasury Management, we continually monitor our performance against a benchmark figure of the average 3-month LIBID interest rate. The position at the end of August is that we have exceeded this target, achieving an average rate of interest earned of 0.316%, on investments, against the benchmark average of 0.14%.

5.6 The depressed state of the market and the uncertain time frame for recovery means the Council will not achieve the investment income as anticipated under the SORP review. It is projected that the overall shortfall will be £230k, of which it is estimated that £110k is attributable to the GRA and £120k to the HRA.

5.7 There is still a situation of safety first and precaution in the banking and monetary sector. However, Members should note that investments are only made in very secure financial institutions with the highest possible credit ratings. We liaise closely with money market brokers and our treasury advisors in order to

anticipate the investment landscape ahead, so that we are in a good position to safeguard our investments.

- 5.8 The Council approved the Commercial Property Strategy at July 2020 Council. As a result when investments are made this will have an effect on cash flow management and investment decisions. The financial implications of these possible investments will be reported to Members as part of the details of the business case of such initiatives.

## **6.0 TREASURY MANAGEMENT FRAMEWORK**

- 6.1 There have not been any significant changes made to the treasury management framework in the year to date. It is standard practice that credit rating and other financial information are fully assessed before investments are made to ensure their security.

- 6.2 As a result of the SORP review, there have been made a number of changes to the criteria used for deciding upon counterparties for investment purposes since last reported as set out in Appendix B. The maximum amount and loan period for investing with a single organisation has also changed. No changes have been made to the list of Brokers used for investment purposes.

## **7.0 SUSTAINABILITY IMPLICATIONS**

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

## **8.0 RISK ASSESSMENT**

- 8.1 The formal reporting to Council of Prudential Indicators and Treasury Management performance is part of the overall framework set out in Codes of Practice to ensure that the risks associated with this area are effectively controlled. Given the Council's strict investment criteria the risk of loss of investment funds is low, however given that the sums invested can be very large, treasury management activities are included in the Council's Key Risk Register.

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### **Background Documents**

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

<u>Date</u>	<u>Document</u>	<u>File Ref</u>
2003	CIPFA Prudential Code for Capital Finance	Accountancy Office
2010	CIPFA Revised Treasury Management Code of Practice	Accountancy Office



## **Equality Impact Assessment**

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

## **Appendices**

Appendix A – Prudential Indicators

Appendix B – Investment vehicles and counterparty limits



## Appendix A - Prudential Indicators

Table 1
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### Estimate of Ratio of Financing Costs to net revenue stream

G.R.A.	Estimate	-1.36 %
	Forecast	0.20%
H.R.A.	Estimate	11.43 %
	Forecast	11.52%

### Occupancy Levels

%

Industrial units	94.9
Offices	97.1
Retail Units	94.8
Ground leases, depot	77.3

### Rental Forecast

£m

Forecast	2,117
Budget	2,244

<b>Table 2</b> <b>Borrowing and Interest</b> <b>payment structure</b>
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All fixed rate loans:

£ Value	% Interest Rate	Period	Maturity date	£ Int p.a.
4,410,600	3.01	15	28/3/2027	132,759
4,410,600	3.30	20	28/3/2032	145,549
8,821,200	3.44	25	28/3/2037	303,449
8,821,200	3.50	30	28/3/2042	308,742
8,821,200	3.52	35	28/3/2047	310,506
8,821,200	3.53	37	28/3/2049	311,388
8,821,200	3.52	40	28/3/2052	310,506
8,821,200	3.51	42	28/3/2054	309,624
8,821,200	3.50	45	28/3/2057	308,742
8,821,200	3.50	47	28/3/2059	308,742
8,821,200	3.48	50	28/3/2062	306,977

Weighted average interest rate is 3.47%

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

**APPENDIX B**

**APPROVED COUNTERPARTIES FOR EXTERNAL INVESTMENTS –**

Type of Counterparty	Maximum loan by Council	Maximum Period
Major British Based Banks and Subsidiaries with at least A- credit rating.	£5m	Up to £5m 364 days Up to £3m 3 years
British Based Building Societies. –  Only those with at least A- credit rating as advised by Capita ( our TM advisors )	£5m	Up to £5m 364 days Up to £3m 3 years
Other Local Authorities, where agreed.	£5m	Up to 5 years
Property Funds, Corporate Bonds, Infrastructure Investments	£3m	Up to 5 years
Money Market Funds	£3m	N/A Callable deposits

