



Jacqui Sinnott-Lacey  
Chief Operating Officer

52 Derby Street  
Ormskirk  
West Lancashire  
L39 2DF

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Wednesday, 3 June 2020

**TO: COUNCILLORS**    **V CUMMINS, J FINCH, MRS M BLAKE, T BLANE,**  
**C COUGHLAN, S CURRIE, G DOWLING, J GORDON,**  
**G HODSON, K MITCHELL, J MONAGHAN, P O'NEILL AND**  
**A SUTTON**

Dear Councillor,

A meeting of the **CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE** will be held **VIRTUALLY** on **THURSDAY, 11 JUNE 2020** at **7.00 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)**

- 1. APOLOGIES**
- 2. MEMBERSHIP OF THE COMMITTEE**  
To be apprised of any changes to the membership of the Committee in accordance with Council Procedure Rule 4.
- 3. URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN**  
Note: No other business is permitted unless, by reasons of special circumstances, which shall be specified at the meeting, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

- 4. DECLARATIONS OF INTEREST** 279 - 280  
 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 any particular item is included at the end of this agenda sheet.)
- 5. DECLARATIONS OF A PARTY WHIP**  
 In accordance with Overview and Scrutiny Committee Procedure Rule 16, Members must declare the existence of any Party Whip, and the nature of it, when considering any matter in the following categories:
- The review of any decision of Cabinet or
  - The performance of any Member of the Cabinet
- N.B. The Secretary of State believes whipping is incompatible with Overview and Scrutiny.
- 6. MINUTES** 281 - 286  
 To receive as a correct record the Minutes of the meeting held on 5 March 2020.
- 7. PUBLIC SPEAKING** 287 - 290  
 Residents of West Lancashire, on giving notice, may address the meeting to make representations on any item on the agenda except where the public and press are to be excluded during consideration of the item. The deadline for submissions is 10.00am on Friday 5 June 2020. A copy of the public speaking protocol and form to be completed is attached.
- 8. QUARTERLY PERFORMANCE INDICATORS (Q4 2019/20)** 291 - 310  
 To consider the report of the Corporate Director of Transformation and Resources.
- 9. FINANCIAL INCLUSION STRATEGY - REVIEW**  
 To consider the following items in relation to the 'Financial Inclusion Strategy' be undertaken by the Committee:
- 9a **Financial Inclusion Strategy - Update**  
 To receive an update from the Financial Inclusion Team. *(To follow)*
- 9b **Project Plan - Financial Inclusion Strategy** 311 - 316  
 To agree and review the Project Plan for the review.
- 10. ITEMS FROM THE MEMBERS' UPDATE INCLUDED ON THE AGENDA AT THE REQUEST OF A MEMBER**  
 There are no items under this heading.
- 11. MEMBERS ITEMS / CCFA (COUNCILLOR CALL FOR ACTION)**  
 There are no items under this heading.

**12. WORK PROGRAMME OF THE COMMITTEE** 317 - 318  
To consider the Work Programme of the Committee 2020/21.

**13. 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 items of business in accordance with Section 100A(4) of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 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**

**14. BTLS ANNUAL REPORT 2019/20** 319 - 338  
To consider the report of the Corporate Director of Transformation and Resources and to receive a presentation from representatives from BTLS.

**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:-  
Julia Brown on 01695 585065  
Or email [Julia.Brown@westlancs.gov.uk](mailto:Julia.Brown@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 unpause 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 4

## MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

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

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

**Interest**

Employment, office, trade, profession or vocation

Sponsorship

**Prescribed description**

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

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

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

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

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

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

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

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

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

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

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

**'a connected person'** means

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

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

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

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

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

# Agenda Item 6

## CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE

HELD: Thursday, 5 March 2020

Start: 7.00 pm

Finish: 9.00 pm

### PRESENT:

Councillors:	J Finch (Chairman)	Mrs M Blake
	C Coughlan	C Dereli
	G Dowling	J Gordon
	J Mee	K Mitchell
	J Monaghan	J Witter

Officers:

Chris Twomey, Corporate Director Transformation and Resources  
Alison Grimes, Partnership & Performance Officer  
Tom Dickinson, Principal Solicitor  
Paul Charlson, Environmental Health Manager  
Carl Wallace, Financial and Inclusion Team Leader  
Julia Brown, Member Services / Civic Officer

### 52 APOLOGIES

Apologies were received on behalf of Councillors V Cummins and T Blane.

### 53 MEMBERSHIP OF THE COMMITTEE

In accordance with Council Procedure Rule 4, Members noted the termination of Membership of the Committee of Councillors S Currie, G Hodson and A Sutton and the appointment of J Witter, C Dereli and J Mee for this meeting only, thereby giving effect to the wishes of the Political Groups.

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

There were no urgent items of business.

### 55 DECLARATIONS OF INTEREST

Councillor C Coughlan declared a non-pecuniary interest in relation to Agenda Item 10 – Financial Inclusion Strategy Review in respect of his employment in the Children and Family Wellbeing Service, Lancashire County Council.

### 56 DECLARATIONS OF A PARTY WHIP

There were no declarations of Party Whip.

### 57 MINUTES

RESOLVED: That the Minutes of the meeting held on 5 December 2019 be approved as a correct record and signed by the Chairman.

**58 PUBLIC SPEAKING**

There were no items under this heading.

**59 CRIME AND DISORDER SCRUTINY**

A presentation was received from the Environmental Health Manager on behalf of the West Lancashire Community Safety Partnership (CSP). The presentation was supported by a series of slides, the aim of which was to provide the Committee with an understanding of:

- What the Community Safety Partnership is
- The CSP Vision
- How it operates
- How it is funded
- What it delivers
- A summary of local crime figures
- Work undertaken through multi-agency–Six Statutory Responsible Authorities / Contributions from other Partner Agencies
- Develop & deliver innovative Projects linked to CSP and PCC priorities
- Financial Summary / Successful Bids
- Domestic Abuse Funding / Safe Teens Project
- Projects delivered:
  - Bright Sparx
  - Welcome Week
  - Community Action Days
  - Street Games
  - County Lines Plays
  - Knife Crime Plays

On behalf of the Committee, the Chairman thanked the Environmental Health Manager for the presentation.

RESOLVED: That the presentation be noted.

**60 QUARTERLY PERFORMANCE INDICATORS Q3 2019-2020**

Consideration was given to the report of the Corporate Director of Transformation and Resources as contained on pages 257 to 270 of the Book of Reports, which presented performance monitoring data for the quarter ended 31 December 2019.

The Partnership and Performance Officer provided an update and provided clarification on the points raised in respect of the following performance indicators;

- ES18 No of Flytip incidents reported
- BV8 % Invoices paid on time
- WL132 FTE working days lost due to sickness absence per average FTE

- WL108 Average answered waiting time for callers to the Contact Centre
- WL90 % of Contact Centre calls answered
- HS1 % Housing repairs completed in timescale
- WL131 No. Social Media followers (WLBC FB, Twitter)
- ES14,15,16,17 Average of missed bins per fortnight
- ES01 No. grass cuts undertaken on the highway between April - October

The Corporate Director Transformation and Resources responded to a question in respect the measurement of climate change and the Carbon Reduction Strategy.

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

**61 FINANCIAL INCLUSION STRATEGY REVIEW**

Consideration was given to the following 2 items in relation to the review undertaken by the Committee entitled 'Financial Inclusion Strategy Review'.

**62 FINANCIAL INCLUSION REVIEW - KEY PRIORITIES / ACTIONS**

The Financial Inclusion Team Leader provided the Committee with a presentation outlining the Key Priorities and possible activities to support these.

In discussion, comments and questions were raised in respect of the following:

- Type of advice given by CA/WLBC
- Location of CA
- Sharing of Strategies with other Partner Agencies
- Rental costs – prevention of exploitation
- Financial savings / costs of MA Post

The Chairman thanked the Financial Inclusion Team Leader for the presentation.

- RESOLVED: A. That the presentation be noted.
- B. That the Committee be provided with a report for consideration, detailing the financial information / rationale and parameters of the Financial Inclusion Team for the past two years and next two years.
- C. That a future 'Scrutiny in a Day' event be arranged with Members and Key Stakeholders / Organisations, with a further 'follow up' event to be held in order to focus on the Key Priorities and Actions of the 'Financial Inclusion Strategy' Review.
- D. That an e-mail be sent to all Members requesting details of Organisations that they would like to be involved in the 'Financial Inclusion Strategy' Review and that may also wish to

attend a future 'Scrutiny in a Day' event(s).

**63 PROJECT PLAN - FINANCIAL INCLUSION REVIEW**

The Project Plan as circulated and contained on pages 271 to 275 of the Book of Reports was considered by the Committee.

RESOLVED That the Project Plan be approved

**64 PUBLIC SPEAKING PROTOCOL - REVIEW**

Members were asked to note the decision of Council held on 26 February 2020 as detailed below:

- A. That the number of requests to speak, listed in paragraph 5 of the report, under the current 'Public Speaking – Protocol' for meetings of Cabinet, Overview & Scrutiny Committees, Audit & Governance Committee and Standards Committee (Constitution 14.1 – the "Protocol"), be noted.
- B. That the following recommendations of the Corporate and Environment Overview & Scrutiny Committee, set out in paragraph 5 below, suggesting revisions to the 'Protocol' attached at Appendix 1 to the report, be considered:
  - 1) Include reference to Parish Councils
  - 2) Provide for a resident to be represented by a Borough Councillor (without the need for that resident to attend).  
The Councillor should not be a member of the body considering that item.
  - 3) Provide for written representations to be considered without the need for the resident to attend

RESOLVED: That the decision of Council held on 26 February 2020 in respect of the Public Speaking Protocol – Review be noted.

**65 ITEMS FROM THE MEMBERS' UPDATED INCLUDED ON THE AGENDA AT THE REQUEST OF A MEMBER**

There were no items under this heading.

**66 MEMBERS ITEMS / CCFA (COUNCILLOR CALL FOR ACTION)**

There were no items under this heading.

**67 WORK PROGRAMME OF THE COMMITTEE**

RESOLVED: That the 2020 Work Programme of the Committee be noted.

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**Chairman**





## **PUBLIC SPEAKING – PROTOCOL**

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

### **1.0 Public Speaking**

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

### **2.0 Deadline for submission**

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

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

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

### **3.0 Scope**

- 3.1 Any matters raised must be relevant to an item on the agenda for the meeting.
- 3.2 The Legal & Democratic Services Manager may reject a submission if it:
  - (i) is defamatory, frivolous or offensive;
  - (ii) is substantially the same as representations which have already been submitted at a previous meeting; or

- (iii) discloses or requires the disclosure of confidential or exempt information.

#### **4.0 Number of items**

- 4.1 A maximum of one form per resident will be accepted for each Agenda Item.
- 4.2 There will be a maximum of 10 speakers per meeting. Where there are more than 10 forms submitted by residents, the Legal & Democratic Services Manager will prioritise the list of those allowed to speak. This will be considered having regard to all relevant matters including:
  - a. The order in which forms were received.
  - b. If one resident has asked to speak on a number of items, priority will be given to other residents who also wish to speak
  - c. Whether a request has been submitted in relation to the same issue.

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

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

#### **5.0 At the Meeting**

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

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

- 5.5 Speakers may leave the meeting at any time, taking care not to disturb the meeting.

(Please see attached form.)



## REQUEST FOR PUBLIC SPEAKING AT MEETINGS

**MEETING & DATE** .....

**NAME** .....

**ADDRESS** .....

Post Code .....

**PHONE** .....

**Email** .....

Please indicate if you will be in attendance at the meeting

**YES/NO\***

\*delete as applicable

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

**YES/NO\***

\*delete as applicable

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

**NAME** .....

**PHONE** .....

**Email** .....

Note: This page will not be published.

(P.T.O.)

PLEASE PROVIDE DETAILS OF THE MATTER YOU WISH TO RAISE

Agenda Item      Number .....

Title .....

Details .....

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.....

Name .....

Dated .....

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

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

*Email: [member.services@westlancs.gov.uk](mailto:member.services@westlancs.gov.uk)*

*If you require any assistance regarding your attendance at a meeting (including access) or if you have any queries regarding your submission please contact Member Services on 01695 585065*

Note: This page will be circulated to Members of the Committee and published.



**CABINET: 9 JUNE 2020**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY COMMITTEE:  
11 JUNE 2020**

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

**Relevant Portfolio Holder: Councillor I Moran**

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

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**SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q4 2019/20)**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To present performance monitoring data for the quarter ended 31 March 2020.

## **2.0 RECOMMENDATIONS TO CABINET**

2.1 That the Council's performance against the indicator set for the quarter ended 31 March 2020 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 11 June 2020.

## **3.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE**

3.1 That the Council's performance against the indicator set for the quarter ended 31 March 2020 be noted.

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## **4.0 CURRENT POSITION**

4.1 Members are referred to Appendix A of this report detailing the quarterly performance data for key performance indicators. The performance information

aims to help demonstrate performance against the corporate priorities as well as providing some service-specific information.

- 4.2 The suite of indicators for 2019/20 includes the quarterly indicators provided in Appendix A.
- 4.3 There are 47 items reported. Seven of these are data only. Of the 40 PIs with targets reported:
- 26 indicators met or exceeded target
  - 5 indicators narrowly missed target
  - 9 were 5% or more off target.

A direct comparison with the same quarter of the previous year is not possible due to changes in indicators and targets, however performance in Q4 2018/19 gave 22 (from 33) performance indicators on or above target at that time.

- 4.4 Within Environmental Services, data agreed for reporting in 2019/20 has had to be revised in line with access to collection mechanisms available. The proposed PIs were based on the understanding at the time of what would be reported through new external benchmarking reports and Service Now. The revisions are close to the original expectations as explained for the Q2 report.
- 4.5 Performance plans prepared by service managers are already in place for those indicators where performance falls short of the target by 5% or more for this quarter. These plans provide the narrative behind the outturn. Progress on actions from previous Performance Plans where indicators are no longer red are provided in Appendix C.
- 4.6 Although the purpose of this report is to comment on quarterly information, where available, a brief reference on draft annual performance is also given in Appendix A.
- 4.7 This quarterly suite of indicators and targets was agreed as part of a suite of indicators by Cabinet in March 2019. Targets for 2019/20 were finalised through Cabinet following consideration of comments from the Executive Overview and Scrutiny Committee. Performance against the full corporate suite of indicators 2019/20 will be reported within the Council Plan Annual Report.

## **5.0 FUTURE PERFORMANCE REPORTING**

- 5.1 As referred to in Item 6f *Council Plan and Corporate Performance Review* in March's Cabinet papers, corporate performance information is being reviewed. This has previously been agreed as an Annual Suite with key indicators reported quarterly to Members following the same format and process that was in place for the now discontinued national reporting requirements. Members receive largely operational information on particular outputs from a service. A revised reporting suite will provide Members with key information more relevant to the delivery of the Council Plan. It was agreed that to ensure there is no gap in performance information for Members the existing Annual Suite of performance indicators and

key quarterly indicators will be retained and reported on following current practice until at least October 2020.

## **6.0 SUSTAINABILITY IMPACTS**

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

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

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

## **8.0 RISK ASSESSMENT**

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

## **9.0 HEALTH AND WELLBEING IMPLICATIONS**

9.1 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 and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

Appendix A: Quarterly Performance Indicators for Q4 January-March 2019/20

Appendix B: Performance Plans

Appendix C: Actions from Previous Performance Plans

## APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	26		Improved	9
	Warning (within 5%)	5		Worse	12
	Alert (by 5% or more)	9		No change	8
	PIs awaiting data	0	/	Comparison not available	18
	Data only	7		Awaiting data for comparison	0
	'Data only' awaiting data	0		Total number of indicators/data items	47

### Shared Services <sup>1</sup>

Page 29 of 41 Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1)	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	Q4 outturn is year to date; annual target of 99% was exceeded		
ICT2 Minor Business Disruption (P3)	99%	99%	99%	99%	99%	100%	99%	100%	99%	97%	Q4 outturn is year to date; annual target of 97% was exceeded		
ICT3 Major Business Disruption (P2)	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	Q4 outturn is year to date; annual target of 98% was exceeded		
ICT4 Minor Disruption (P4)	99%	99%	99%	99%	99%	100%	100%	100%	100%	98%	Q4 outturn is year to date; annual target of 98% was exceeded		
R1 % of Council Tax collected	96.51%	29.22%	56.10%	83.81%	96.46%	28.96%	56.04%	83.52%	96.29%	97.10%	Q4 outturn is year to date; annual target of 97.10% was narrowly missed. WLBC retains around 13% of this collection.		
R2 % council tax previous years arrears collected	26.78%	11.1%	17.14%	21.85%	25.88%	8.1%	13.74%	20.02%	23.68%	24.5%	Q4 outturn is year to date; annual target of 24.5% was narrowly missed.		
R3 % of Business Rates Collected (NNDR)	98.18%	28.18%	55.08%	81.05%	98.22%	29.65%	56.14%	80.98%	98.02%	97.20%	Q4 outturn is year to date; annual target of 97.20% was exceeded. WLBC retains around 40% of this		



PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											collection.		
R4 Sundry Debtors % of revenue collected against debt raised	95.78%	38.01%	83.96%	87.41%	96.95%	51.95%	75.49%	89.93%	94.36%	89.1%	Q4 outturn is year to date; annual target of 89.10% was exceeded.	↓	✓
B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events	5.63	6.98	6.05	6.41	6.16	6.11	7.37	7.79	7.73	12.00	Q4 outturn is year to date; annual target of 12 days was exceeded	↓	✓
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£294,695	£87,070	£178,006	£270,313	£370,939	£104,163	£186,937	£282,724	£377,501	£195,000	Q4 outturn is year to date; annual target of £195K was exceeded	↑	✓

**Growth & Development Services**

PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	87.50%	100%	100%	88.89%	100%	100%	92.86%	100%	85.71%	75.00%	Annual performance of 93.1% exceeded annual target of 75%.	↓	✓
NI 157b Processing of planning applications: Minor applications	89.09%	90.77%	92.31%	90.16%	86.79%	84.48%	93.55%	86.27%	84.91%	80.00%	Annual performance of 87.5% exceeded annual target of 80%.	↓	✓
NI 157c Processing of planning applications: Other applications	96.15%	96.55%	93.84%	95.27%	90.68%	93.62%	90.78%	87.97%	92.50%	85.00%	Annual performance of 91.21% exceeded annual target of 85%.	↑	✓

Corporate & Customer Services








PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL132 FTE working days lost due to sickness absence per average FTE	N/A - PI not developed at this time					2.38	2.95	2.55	2.59	2.02	Annual performance of 10.46 missed annual target of 8.08 Performance Plan attached at Appendix B1.	/	
BV8 % invoices paid on time	98.13%	98.30%	98.14%	97.85%	98.59%	98.99%	98.49%	97.73%	98.21%	98.75%	Annual outturn of 98.34%, relating to just under 46 thousand invoices, narrowly missed target of 98.75%. A new electronic payment process was put in place to meet remote working needs. This will be refined and should result in faster processing times going forward.  Quarter data relates to payment of nearly 12,000 invoices.		
Page 296 WL85a Website: no. visits	152,154	193,813	143,749	152,659	167,748	202,891	115,041 <sup>2</sup>	144,440	186,128				
WL85b Website: no. online forms submitted	3,587	5,772	4,150	3,429	2,190	10,996	7,195	4,239	4,150				
WL85c Website: No. of payments processed online	15,560	29,206	14,393	12,943	13,065	21,067	17,820	14,092	12,011				
WL90 % of Contact Centre calls answered	71.9%	61.9%	89.3%	87.7%	61.6%	76.1%	84.6%	92.2%	93.4%	88.0%	Annual outturn of 85.9% narrowly missed target of 88.0%.  There were 115,142 calls in 2019/20, compared with 130,993 calls in 2018/19.  Performance Plan in progress, see Appendix C.		
WL108 Average answered waiting time for callers to the contact centre (seconds)	214	288	100	117	326	185	141	82	74	145	Annual outturn of 121s (2m 1s) exceeded target of 145s (2m 25s).		

											Quarter figures relate to 26,914 calls into the contact centre. (32,811 Q4 18/19) Performance Plan in progress, see Appendix C.		
WL130 No. Service Now Customer Accounts	N/A - PI not developed at this time				10,085	20,794	22,861	24,734			/		
WL131 No. Social Media Followers (WLBC FB, Twitter)	N/A - PI not developed at this time				7,167	7,660	8,115	9,567	8,521		/		
WL143 % of external calls to back office answered	N/A - PI not developed at this time				85%	85%	84%	82%			/		



### Housing & Regulatory Services







Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	99.10%	96.32%	96.51%	95.23%	92.80%	97.95%	97.69%	97.01%	95.96%	98.00%	Annual performance of 97.15% narrowly missed target 98.00%. The contractor Wates Living Space began delivering the responsive maintenance service from April 2020.		
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings) <sup>3</sup>	N/A - PI not developed at this time		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Q4 outturn is year to date; annual performance of 100.0% met target of 100.0%.		
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings) <sup>3</sup>	N/A - PI not developed at this time		93.4%	96.0%	98.8%	95.1%	95.4%	97.2%	97.6%	100.0%	Q4 outturn is year to date; annual performance of 97.6% narrowly missed target 100.0%.		
HS29 % non-domestic that require an asbestos	N/A - PI not developed at this		92.4%	99.7%	100.0%	100.0%	99.4%	100.0%	100.0%	100.0%	Q4 outturn is year to date; annual performance of 100.0% met target of		












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PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
management survey/re-inspection <sup>3</sup>	time										100.0%.		
HS30 % of non-domestic properties with fire risk assessment in place <sup>3</sup>	N/A - PI not developed at this time		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Q4 outturn is year to date; annual performance of 100.0% met target of 100.0%.		
HS31 % of properties covered by water hygiene risk assessment (homes and buildings) <sup>3</sup>	N/A - PI not developed at this time		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Q4 outturn is year to date; annual performance of 100.0% met target of 100.0%.		
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears (PI)).	N/A - PI not developed at this time					104.53	100.55	102.53	101.74	100.04	Q4 outturn is year to date; annual target of 100.04% was exceeded.	/	
TS11 % of rent loss through dwellings being vacant	1.59%	1.25%	1.1%	1.01%	0.94%	0.7%	0.72%	0.79%	0.87%	0.99%	Q4 outturn is year to date; annual target of 0.99% was exceeded.		



**Environmental Services**

PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ES01 No. grass cuts undertaken on the highway between April-October	N/A - PI not developed at this time					3	6	7	7	8	There is a cumulative total 8 cut target over the season from April – October. Annual outturn of 7 did not achieve target of 8.  Performance Plan for ES01/02 attached at Appendix B2.	/	
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	N/A - PI not developed at this time					3	7	9	9	10	There is a cumulative total 10 cut target over the season from April – October. Annual outturn of 9 did not achieve target of 10 with the exception of Crosshall Court which received 10 cuts	/	

PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Performance Plan for ES01/02 attached at Appendix B2.		
ES04 % locations inspected falling into categories A/B - Litter (cumulative)	N/A - PI not developed at this time					98.31%	98.74%	98.99%	99.15%	85.00%	Q4 outturn is year to date; annual target of 85.00% was exceeded. Data is not provided quarterly by APSE.	/	
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	N/A - PI not developed at this time					100%	100%	100%	100%	85.00%	As above	/	
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	N/A - PI not developed at this time					08.70%	12.50%	12.12%	10.53%	10.00%	Data is not provided quarterly by APSE. Q4 outturn is year to date; annual target of 10.00% was not met. Performance Plan attached at Appendix B3.	/	
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative) <sup>7</sup>	N/A - PI not developed at this time					N/A	N/A	N/A	92.53%	85.00%	Quarter data previously unavailable whilst APSE assessed profiling data of the borough to determine our benchmarking group. Full data available for 2020/21 Q4 outturn is year to date; cumulative annual target of 85.00% was exceeded.	/	
ES11 % locations inspected falling into categories C/D - Detritus (cumulative) <sup>8</sup>	N/A - PI not developed at this time					04.41%	05.30%	04.94%	4.16%	15.00%	Q4 outturn is year to date; annual target of 15.00% was exceeded.	/	
ES14 Average of missed bins per fortnight (recycling / green)	N/A - PI not developed at this time					131 <sup>6</sup>	53	104	102	50	Q4 outturn is year to date; annual outturn of 84 did not meet target of 50. The target of 50 is based on introduction of the route optimisation work. There is no performance plan as the action is to roll out route optimisation from November 2019, so impacts unlikely to be reflected until Q4.	/	

PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Performance Plan for ES14-ES17 attached at Appendix B4.		
ES15 Average of missed bins per fortnight (recycling / blue)	N/A - PI not developed at this time					131 <sup>6</sup>	49	123	122	50	Q4 outturn is year to date; annual outturn of 96 did not meet target of 50.  Performance comment as above	/	
ES16 Average of missed bins per fortnight (garden waste / brown)	N/A - PI not developed at this time					41	55	75	67	50	Q4 outturn is year to date; annual outturn of 65 did not meet target of 50.  Performance comment as above	/	
ES17 Average of missed bins per fortnight (refuse / grey)	N/A - PI not developed at this time					66	58	136	172	50	Q4 outturn is year to date; annual outturn of 99 did not meet target of 50.  Performance comment as above	/	
ES18 No. flytip incidents reported <sup>9</sup>	N/A - PI not developed at this time					338	345	263	338		Data item reflecting the flytip data available from ServiceNow.	/	
NI 191 Kerbside residual household waste per household (Kg) <sup>4</sup>	124.76 <sup>5</sup>	128.66	126.15	118.11 <sup>5</sup>	120.55	122.11	118.91	120.61	124.96	125	Q3/Q4 data supplied by LCC but still awaiting clearance through their formal verification process. Annual performance of 541.32kg (based on estimated/non-verified figures) did not meet annual target of 500kg.		
NI 192 Percentage of kerbside household waste sent for reuse, recycling and composting <sup>4</sup>	40.52% <sup>5</sup>	34.68% <sup>5</sup>	46.57%	44.84% <sup>5</sup>	43.00%	40.21%	49.31%	45.00%	41.2%	50.00%	Q3/Q4 data supplied by LCC but still awaiting clearance through their formal verification process. Annual performance of 41.39% (based on estimated/non-verified figures) did not meet annual target of 50% Performance Plan attached at Appendix B5.		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	98.72%	100%	100%	100%	Annual performance of 100% met annual target of 100%		

Wellbeing & Leisure Services

PI Code & Short Name	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Target	Comments	Q4 19/20 vs Q4 18/19	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HW01 No. attending health, wellbeing and sport activities & courses	N/A - PI not developed at this time					3,712	3,238	2,292	1,892		The start of the weight management programme was delayed due to staff resource issues. The age range and health conditions of our main group of participants for all activities meant that COVID 19 had direct impact on figures for this quarter.	/	

Notes:

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

<sup>2</sup> WL85a Website: no. visits Q2 19/20 - Due to a change in data collection technology data collected between 21 August to 10 October is not complete. The issue has been resolved.

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

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

<sup>5</sup> NI191/192: data restated from published due to admin error, rectified January 2019

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

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

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

<sup>9</sup> ES18: No. flytip incidents reported replaced ES12 & ES13 % flytips removed, hazardous and non-hazardous waste

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

<b>PERFORMANCE PLAN</b>	
<b>Indicator</b>	<b>WL132 Working Days Lost Due to Sickness Absence</b>
<b>Reasons for not meeting target</b>	
<p>The Council's target for 2019/2020 is to achieve (not more than) 8.08 full time equivalent working days lost per employee, measured as 2.02 full time equivalent working days lost each quarter. For Quarter 4 the outturn position was 2.59 days.</p> <p>To help to ensure that sickness absence is being managed effectively the HR Team continue to liaise more closely with the relevant line managers to monitor and support them in undertaking timely Stage 1 or Stage 2 interviews, as appropriate. Heads of Service are also be updated on a regular basis by HR on ongoing case management issues.</p> <p>The HR Team continue to be available to provide training on attendance management to DMTs, as requested.</p> <p>In relation to Long Term Sickness Absence, the HR Officers regularly discuss with Line Managers the actions being taken in regard to each of these cases to ensure appropriate measures are being taken.</p> <p>COVID-19 had relatively little impact on Q4 outturn. However, systems are in place so that absences directly related to COVID 19 are considered separately to other reasons for sickness absence to ensure we still have some comparable sickness data month on month on going that is not skewed by the virus impact.</p> <p>Q4 continued to be an unsettling time within the workforce in view of the SORP organisational restructure and towards the end, the COVID 19 crisis.</p> <p>This has led to uncertainty for certain people and in some cases, this has resulted in increased sickness levels. However, the top 5 reasons for sickness absence in March were more physically related and are noted below:</p> <ul style="list-style-type: none"> <li>Musculoskeletal disorders</li> <li>Injury/fracture</li> <li>Ear, nose, throat</li> <li>Gastrointestinal problems</li> <li>Heart/cardiac/circulatory problems</li> </ul> <p>In addition it should be noted that the Council has an aging workforce and as such, there is an expectation that this in itself will lead to elevated sickness absence as older workers are more prone to sickness, injury or operations.</p> <p>The HR Team continue to work closely with the Wellbeing and Leisure Service to support the Workforce Wellbeing Action Plan to improve general staff wellbeing and assist in reduced absenteeism. This action plan has a 3 to 6 and 6 to 12 and 12 months beyond action plan timetable with 21 individual actions that will be implemented over the next two years. The initial actions associated with the promotion of wellbeing activities and events, and the launch of Able Futures (in association with the Dept. of Work and Pensions (DWP)) have already taken place.</p> <p>The HR Team are currently working with the Head of ICT to produce a staff survey aimed at identifying the key issues and concerns around staff and managers who find themselves working from home as a direct result of the COVID 19 Crisis, using mobile devices, and the associated wellbeing and welfare concerns that they are feeling at this time. The results of this survey will feed in to the development of an action plan to address what is identified and needed to enhance the support measure we already have in place around mental health support at this time.</p>	
<b>Additional commentary</b>	



- Heads of Service will continue to closely monitor sickness levels within their respective service areas and take appropriate action as necessary in line with the Sickness Absence Policy.
- Managers are required to discuss sickness performance and attendance levels regularly in team meetings.
- Sickness absence management training was provided in May 2019 and a presentation on stress management processes given to managers in June 2019 as part of the performance management plan.
- The Council will continue to focus on providing detailed management information to assist managers in identifying all short-term cases of sickness absence, which have exceeded the agreed 'trigger' levels, together with all on-going long-term cases of sickness absence.
- The HR Team will continue to support the Wellbeing and Leisure Service to deliver the a Workforce Wellbeing Action Plan
- The HR team will continue to meet with individual Line Managers and Heads of Service, where appropriate, to provide advice and support to ensure managers have the skills and confidence to address absence issues appropriately.
- The Council will continue to work closely with the Occupational Health provider (Wellbeing Partners).
- The e-learning system course which is available to support managers to provide more effective training on sickness management has been promoted and remains available.
- The HR Team have examined the reasons for absence in more detail and have not identified any specific trends or possible common links for any hot spot areas. However, this will continue to be monitored.

**Resource Implications**

Timely interventions by Managers and pro-active, practical support from the HR Team, together with Wellbeing Partners will help to maximise attendance levels.

**Priority**

High

**Future Targets**

Continue with existing target.

**Action Plan**

**Tasks to be undertaken**

To continue to support the Wellbeing and Leisure Service to deliver the Workforce Wellbeing Action Plan in line with its timetable.

Produce an Action Plan to address findings around staff wellbeing from the joint ICT and Staff wellbeing survey.

**Completion Date**

The next stage of the Action plan is to deliver its timetable for actions and to schedule delivery of a number of actions by July 2020

Completion will be 3 months from the issue of the survey. Issue is anticipated before the end of June 2020

<b>PERFORMANCE PLAN</b>	
<b>Indicator</b>	ES01: No of grass cuts undertaken on the highway between Apr–Oct ES02: No of grass cuts undertaken in Sheltered Accommodation between Apr-Oct
<b>Reason(s) for not meeting target</b>	
<p>The target has not been achieved for 2019/20 as follows:</p> <ul style="list-style-type: none"> <li>• It was the first season for the newly created Clean &amp; Green Teams who commenced in post on 1.4.20 following service reorganisation</li> <li>• The teams were not fully skilled in terms of all kit and equipment as half of the cohort had historically worked solely within the street cleansing service which had a lower skill set and even amongst those staff who were within the former grounds maintenance service there had been lack of investment in terms of upskilling. This resulted in reduced competency and restricted flexibility for deployment options</li> <li>• 2 x Clean &amp; Green Area Managers were new in post, joining the organisation in May and July 2019 respectively</li> </ul>	
<b>Additional Commentary and proposed actions to address reasons stated above</b>	
<ul style="list-style-type: none"> <li>• The staff are now fully embedded within their new generic roles and have adapted to the team structure</li> <li>• A considerable volume of training in a range of kit, equipment and weed spraying qualifications has been undertaken over the year which was a commitment at the outset of the new Clean &amp; green structure. This has resulted in the upskilling of staff therefore providing greater flexibility for deployment across the Borough.</li> <li>• Clean &amp; Green Area Managers are established within their roles, forming excellent working relationships with the teams and understanding the needs of the communities through the neighbourhood delivery model</li> </ul>	
<b>Resource Implications</b> – None, resources are within budget	
<b>Priority</b> – Medium	
<b>Future Targets</b> – No proposed change to targets	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Continue to monitor performance	Weekly

<b>PERFORMANCE PLAN</b>	
<b>Indicator</b>	ES07: % of locations inspected falling into categories C/D – Overflowing Litter Bins
<b>Reason(s) for not meeting target</b>	
The target has very marginally not been achieved for 2019/20 due to the capacity of a proportion of the litter bins within the Borough not being fit for purpose	
<b>Additional Commentary and proposed actions</b>	
A policy for the provision of litter bins has recently been approved.	
In addition, funding has been agreed to:	
<ul style="list-style-type: none"> <li>• undertake a trial of innovative compaction bins</li> <li>• replace poor quality litter bins identified through a condition survey with upgraded designs with higher volume capacity</li> <li>• install additional litter bins in areas of high usage if required</li> <li>• deliver anti-littering campaigns and educational/promotional activities</li> </ul>	
These projects / work streams will be implemented during 2020/21 and an update provided to the September Corporate and Environmental Overview and Scrutiny Committee.	
<b>Resource Implications</b> – None, resources are within budget	
<b>Priority</b> – Medium	
<b>Future Targets</b> – No proposed change to targets	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Continue to monitor performance	Monthly
Place order for 53 litter bins to replace those identified as category C or D in condition survey (timescale could be impacted by COVID restrictions for production)	June 2020
Agree locations with provider for trial of compaction bins (timescale could be impacted by COVID restrictions for installation)	July 2020
Commence anti-littering campaigns / educational and promotional activities utilising support materials from partner agencies such as Keep Britain Tidy and Hubbub	August 2020

<b>PERFORMANCE PLAN</b>	
<b>Indicator</b>	ES14: Average of missed bins per fortnight (recycling/green) ES15: Average of missed bins per fortnight (recycling/blue) ES16: Average of missed bins per fortnight (garden waste/brown) ES17: Average of missed bins per fortnight (refuse/grey)
<b>Reason(s) for not meeting target</b>	
<p>The target has not been achieved for Q4 2019/20 for a number of reasons including the effects of altered Christmas &amp; New Year collection arrangements which impacts upon January collections, on-going re-adjustment by staff to the changed collection schedules which had been implemented in November 2019, an aging fleet which results in regular downtime, use of agency staff, lack of focus upon performance due to unavailable managerial resource in addition to human error of operatives on actual collection rounds.</p>	
<b>Additional Commentary and proposed actions</b>	
<p>In addition to the implementation of new collection schedules in November, this also brought a re-alignment of operational posts within the organisational structure to deliver those schedules. A number of operational vacancies were identified within the structure, however, during Q4, recruitment to those Driver/Team Leader vacancies had not been concluded and reliance upon agency staff continued.</p> <p>During Q4, there was considerable long term sickness within the 3 managerial posts within the service. One manager was LTS for the entire period and departed the organisation through VR in March 2020, another member of the management team was LTS from Oct 2019, returning in Feb 2020. This added pressure to the 1 remaining member of the team to ensure frontline service delivery was in place each day and did not enable capacity for detailed performance management or on-going analysis of the effectiveness of the implementation of Route Optimisation.</p> <p>The ineffective management structure was addressed through the SORP process and additional managerial posts created. The new Waste Services Manager commences in post on 1<sup>st</sup> June 2020 and immediate focus will be placed upon success of round review and performance management.</p> <p>There is considerable vehicle downtime incurred due to an aging fleet, this will be addressed through the impending Fleet Hire and Maintenance re-tendering process.</p> <p>Improvements should start to be realised in Q3 2020/21</p>	
<b>Resource Implications</b> – None, resources exist within budget	
<b>Priority</b> – Medium	
<b>Future Targets</b> - No change to current target of 50 missed bins per fortnight per waste stream	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Intensively monitor performance	Weekly

Establish and implement a process to ensure individual team performance is reviewed to establish root causes	July 2020
Establish performance management dashboard in conjunction with business analyst colleagues	July 2020

<b>PERFORMANCE PLAN</b>	
<b>Indicator</b>	NI192: Percentage of kerbside household waste sent for reuse, recycling and composting
<b>Reason(s) for not meeting target</b>	
<p>The target has not been achieved for Q4 2019/20 for a number of reasons:</p> <ul style="list-style-type: none"> <li>• Low participation rates in some areas of the Borough</li> <li>• An IT issue in May/June 2019 regarding In-Cab software which resulted in continued collections for those subscribed to the garden waste collection service without re-subscription for a period of 4-6 weeks, some residents never re-subscribed after benefitting from the unplanned 'free of charge' period</li> <li>• A lack of educational and promotional campaigns to promote recycling within the Borough.</li> </ul>	
<b>Additional Commentary and proposed actions</b>	
<p>The current performance target is 50% which is a national recycling target for achievement by the end of 2020. The target increases to 55% by 2025 and 65% by 2035.</p> <p>Whilst West Lancs are high performers within Lancashire, we are very much mid-table nationally achieving the position of 155 out of a total of 345 local authorities in the last published results table in 2018/19.</p> <p>Our recycling performance for that year was verified at 43.8% which was an improvement on the 2017/18 performance of 42.9% but still a significant distance from the 47.1% achieved in 2016.17. The drop in the recycling achievement following 2016/17 is aligned to the introduction of the chargeable garden waste collection service.</p> <p>With the top 8 local authorities of the 345 already achieving above 60% recycling rate and therefore exceeding the 2025 target, this provides a clear understanding of our current performance. With the impending implementation of the Environment Bill, there will be a focus on the introduction of the collection of food waste on a weekly basis, timeframe to be confirmed but indicative commencement will be 2023.</p> <p>To achieve these ambitious national targets there will be a requirement for a significant step change to be considered in terms of waste collection arrangements moving forward.</p> <p>To address the requirement for education and behavioural change campaigns, a dedicated post of Waste &amp; Recycling Promotions Officer was created through the SORP process. This has now been recruited with a proposed start date of 1<sup>st</sup> July 2020 pending the pre-employment process. Improvements should start to be realised in Q4 2020/21</p>	
<b>Resource Implications</b> – None, resources are within budget	
<b>Priority</b> – Medium	
<b>Future Targets</b> - Targets for this indicator are set nationally	

<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Continue to monitor performance	Monthly
Contact high performing LA's to discuss best practice	July 2020
Identify areas of low recycling participation	September 2020
Develop & deliver promotional campaigns	October 2020 and ongoing

## ACTIONS FROM PREVIOUS PERFORMANCE PLANS

## APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
WL108 Average answered waiting time for callers to the contact centre WL90 % of Contact Centre calls answered  Page 310	Q1 19/20	Extend/recruit agency staff	Complete	Agency staff continued to be reviewed on a weekly basis in response to the needs of the service.	Outturn for Q4 for WL108 is 74s seconds (green) and WL90 is 93.4% (green)
		Effectively plan the roll out of year 4 subscriptions for garden waste	Complete	Service launched later than planned due to COVID19 – DD launch delayed as a result. Online only service currently being offered to residents following effective promotion. Service continues to be monitored for take up/promotion.	
		Use data gathered from the third year of subscriptions to target all current subscribers ahead of the relaunch date with information about year 4 to actively encourage them to re-subscribe online.	N/A	This did not happen this year due to COVID 19, however active promotion of the service relaunch is in progress.	

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



**CORPORATE AND ENVIRONMENTAL OVERVIEW AND SCRUTINY COMMITTEE – PROJECT PLAN**

Title: **FINANCIAL INCLUSION STRATEGY**

**MEMBERSHIP:**

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

Councillors: M Blake, T Blane, C Coughlan, S Currie, G Dowling, J Gordon, G Hodson, K Mitchell, J Monaghan, P O' Neill, A Sutton

**TERMS OF REFERENCE**

1. To undertake a review entitled 'Financial Inclusion Strategy'.
2. To review and update the 'Council Tenants Financial Inclusion Strategy 2015-2018' and consider extending the Strategy to all Residents of the Borough.
3. To present a report of the Committee's findings together with a Draft 'Financial Inclusion Strategy' to Cabinet and Council, as appropriate.

**OBJECTIVES**

**The present –**

To understand the existing arrangements in place and the current 'Council Tenants Financial Inclusion Strategy 2015-2018'.

**The future –**

To create an inclusive 'Financial Inclusion Strategy'

- A. To Compliment and Strengthen the Council Tenants Financial Inclusion Strategy
- B. To provide mechanisms for the early Identification of Vulnerable Tenants through provision of Council Tax Support Pack/ Literature / Signposting
- C. To signpost and provide Information for Residents and Tenants on Mental Health Support available
- D. To explore the Citizens Advice Bureau's - Appointment waiting time
- E. Future Resources for maintaining / safeguarding of the Money Advisory Post/s
- F. Provision of Supportive Debt Recovery

**Comparison**  
**LA – CT**  
**Lancaster (Financial Inclusion)**  
**Wigan (One stop shops Hubs)**

**Resources -**

- The Council’s Corporate Director of Transformation & Resources will provide technical support and guidance, together with Officers from across the Authority, including Legal Services, Income and Inclusion, to be consulted as appropriate.
- External contribution, as appropriate.
- Any funding requirements will be included in the final recommendations of the Committee.

**INFORMATION**

(Web addresses are useful here)  
<https://www.able-futures.co.uk/>  
 Literature Support Packs  
 Strategies  
 CAB Statistics/Data  
 MA Post details

**Witnesses**

<b>Who?</b>	<b>Why?</b>	<b>How?</b>
Representative/s from Income and Inclusion	To gain an insight into their experience of delivering a Financial Inclusion Strategy.	<u>Attendance at a meeting and presentation of information.</u>
Others stakeholders that may be identified during the course of the review.	To provide further information to assist in developing the Financial Inclusion Strategy	<u>Attendance at a meeting, if appropriate or presentation of information.</u>

**Site Visits**

<b>Where?</b>	<b>Why?</b>
N/A	

**ESTABLISH WAYS OF WORKING**

**Officer Support**

**Lead Officer** - Chris Twomey, Corporate Director of Transformation & Resources  
**Scrutiny Support Officer** – Julia Brown, Member Services / Civic Officer  
**Legal Officer** – Tom Dickinson, Principal Solicitor

**Income and Inclusion** – Jane Maguire, Income and Financial Inclusion Manager  
Carl Wallace, Financial Inclusion Team Leader  
Caroline Robinson, Health Strategy Manager

**Reporting Arrangements**

The Corporate and Environmental Overview and Scrutiny Committee to submit its final report and recommendations to Cabinet and Council January/February 2021.

## TIME SCALES

### Meeting 1 – 5 December 2019

- Introduction of the topic from the Corporate Director of Transformation & Resources
- To consider a presentation, on behalf of the Corporate Director of Place and Community to present the current position.
- Review confirmed to commence.
- To agree the Project Plan

### Meeting 2 – 5 March 2020

- To agree and review the Project Plan
- (Information /data requested at previous meeting to be presented – Carl Wallace to present key priorities-possible actions to support the review)

### Meeting 3 – 11 June 2020

- Presentation – Financial Inclusion Team

### Meeting 4 – 17 September 2020

- To receive a Presentation from CA?
- Caroline Robinson, Health Strategy Manager – Mental Health Support Presentation?

### Meeting 5 – 10 December 2020

- To consider any final aspects of the review and the updated Draft 'Financial Inclusion Strategy'.
- To agree the draft final review report together with the revised ' Financial Inclusion Review Strategy' and recommendations for submission to Cabinet and Council, if applicable in January/February 2021.

### Cabinet – 12 January 2021

- Submission of final report.

### Council – 24 February 2021

- To receive the final report (if required).

## INFORMATION GATHERED

5 December 2019	Presentation of the 'Council Tenants Financial Inclusion Strategy 2015-2018' – Carl Wallace – Financial Inclusion Team Leader
5 March 2020	Presentation of the ' Key Priorities / Actions' - Carl Wallace – Financial Inclusion Team Leader
<b>OTHER</b>	

<b>RECOMMENDATIONS</b>
<b>REVIEW DATE</b> – If completed in the timescales indicated, March / June 2021.



## CORPORATE AND ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2020/21

<p>17 September 2020</p>	<ul style="list-style-type: none"> <li>• QPIs 2020/21 (as advised)</li> <li>• West Lancashire Leisure (WLCL) Annual Report – To consider a presentation from the Board Chairman (WLCL) and Contracts Manager (SERCO).</li> <li>• Litter Bin Review of Recommendations</li> <li>• Review Topic 'Financial Inclusion Strategy'</li> <li>• Review Topic 2020/21 and Confirmation of Work Programme – To consider the report of the Corporate Director of Transformation and Resources.</li> <li>• Review Topic</li> <li>• Members' Items (as advised)</li> <li>• Items from the Members' Update (as advised)</li> <li>• Future Work Programme</li> </ul>
<p>10 December 2020</p>	<ul style="list-style-type: none"> <li>• QPIs 2020/21 (as advised)</li> <li>• Review Topic</li> <li>• Review: To agree any final aspects of the review and the updated Draft 'Financial Inclusion Strategy'. To agree the draft final report and final recommendations for submission to Cabinet and Council, if applicable in January/February 2021.</li> <li>• Members' Items (as advised)</li> <li>• Items from the Members' Update (as advised)</li> <li>• Future Work Programme</li> </ul>
<p>11 March 2021</p>	<ul style="list-style-type: none"> <li>• QPIs 2020/21 (as advised)</li> <li>• Crime and Disorder Scrutiny – To consider a presentation from a representative of West Lancashire Community Safety Partnership (CSP)</li> <li>• Review Topic</li> <li>• Members' Items (as advised)</li> <li>• Items from the Members' Update (as advised)</li> </ul>

	<ul style="list-style-type: none"><li>• Future Work Programme</li></ul>
?? June 2021	<ul style="list-style-type: none"><li>• Annual Report of BT Lancashire Services</li><li>• QPIs 2020/21 (as advised)</li><li>• Review Topic</li><li>• Members' Items (as advised)</li><li>• Items from the Members' Update (as advised)</li><li>• Future Work Programme</li></ul>



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