



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

Wednesday, 7 June 2023

TO: COUNCILLORS J FILLIS (CHAIR), T DEVINE (VICE-CHAIR), M ANDERSON, R BAILEY, P BURNSIDE, I ECCLES, N HENNESSY, M PARLOUR, E POPE AND D WESTLEY

Dear Councillor,

A meeting of the **EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **CABINET AND COMMITTEE ROOM, 52 DERBY STREET, ORMSKIRK L39 2DF** on **THURSDAY, 15 JUNE 2023 at 7.00 PM** at which your attendance is requested.

Yours faithfully

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

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 reason of special circumstances, which shall be specified at the meeting, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

- | | | |
|------------|--|---------|
| 4. | DECLARATIONS OF INTEREST
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.) | 1 - 2 |
| 5. | DECLARATIONS OF PARTY WHIP
In accordance with Overview and Scrutiny Committee Procedure Rule 16, Members must declare the existence of any Party Whip, and the nature of it, when considering any matter in the following categories:

<ul style="list-style-type: none"> - The review of any decision of the Cabinet or - The performance of any Member of the Cabinet
N.B. The Secretary of State believes whipping is incompatible with Overview and Scrutiny. | |
| 6. | MINUTES
To receive as a correct record the Minutes of the meeting held on 23 February 2023. | 3 - 8 |
| 7. | PUBLIC SPEAKING
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 9 June 2023. A copy of the public speaking protocol and form to be completed is attached. | 9 - 14 |
| 8. | RELEVANT MINUTES OF CABINET
To scrutinise the Minutes of Cabinet held on 7 March 2023. | 15 - 22 |
| 9. | PLANNING SERVICES REVIEW
To consider the report of the Corporate Director of Transformation, Housing and Resources. | 23 - 34 |
| 10. | PROCUREMENT POLICY
To consider the report of the Head of Finance, Procurement and Commercial Property. | 35 - 54 |
| 11. | RESULTS OF CITIZEN SURVEY 2022
To consider the report of the Corporate Director of Transformation, Housing and Resources. | 55 - 68 |
| 12. | COUNCIL PERFORMANCE DELIVERY PLAN – Q4 2022/23
To consider the report of the Corporate Director of Transformation, Housing and Resources. | 69 - 92 |

13. COUNCIL PLAN 2023-2028 DEVELOPMENT

93 - 108

To consider the report of the Corporate Director of Transformation, Housing and Resources.

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

FIRE EVACUATION PROCEDURE: Please see attached sheet.

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

For further information, please contact:-

Julia Brown on 01695 585065

Or email julia.brown@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

Agenda Item 4

MEMBERS INTERESTS 2012

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

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

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

Please tick relevant boxes

Notes

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

EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

HELD: Thursday, 23 February 2023

Start: 7.00 pm

Finish: 8.46 pm

PRESENT:

Councillor: A Owens (Chairman)

Councillors: P Burnside I Eccles
A Fowler S Gregson
R Molloy D Owen
E Pope I Rigby
D Westley D Whittington

Officers: Chris Twomey, Corporate Director Transformation, Housing and Resources
Simon Kirby, Head of Wellbeing and Place Services (Virtual)
Alison Grimes, Performance Improvement Lead
Tom Dickinson, Principal Solicitor
Alan Leicester, Head of Housing
Jane Maguire, Housing Regulatory and Quality Manager
Jonathan Mitchell, Housing Strategy & Development Programme Manager
Rebecca Spicer, Insurance and Risk Officer
Gilly Hodgkinson, Economic Development and Regeneration Manager (Virtual)
Julia Brown, Democratic Services Officer

28 APOLOGIES

Apologies were later received by Councillor Finch.

29 MEMBERSHIP OF THE COMMITTEE

There were no changes to Membership of the Committee.

30 URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN

There were no urgent items of business.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 DECLARATIONS OF PARTY WHIP

There were no declarations of Party Whip.

33 MINUTES

RESOLVED: That the Minutes of the meeting held on 14 February 2023 be received as a correct record and signed by the Chairman.

34 PUBLIC SPEAKING

There were no items under this heading.

35 RELEVANT MINUTES OF CABINET

Consideration was given to the Minutes of Cabinet held on 24 January 2023 as contained on pages 763 to 772 of the Book of Reports.

RESOLVED: That the Minutes of Cabinet held 24 January 2023 be noted.

(Note 1: That in respect of Minute 70 B – 'A Corporate Strategy for The Management of General Revenue Account (GRA) Property Assets' that the Council date should state 22 February 2023 and not 24 February 2023)

(Note 2: Councillor E Pope arrived during consideration of this item)

36 RISK MANAGEMENT FRAMEWORK UPDATE & KEY RISK REGISTER

Consideration was given to the report of the Head of Finance, Procurement and Commercial Services as contained on pages 773 to 850 of the Book of Reports, which set out details of the operation of the Risk Management Framework over the last twelve months; recommended changes to the current Risk Management Policy & Strategy and Toolkit; share the findings of an external risk review and set out details on the key risks facing the Council and how they are being managed.

The Risk and Insurance Officer outlined the report and responded to comment and questions raised by Members:

- New risk 'Cost of Living Crisis' introduced
- Excellent Report – tracked changes will be useful in future reports
- Concern expressed by several members in respect of the current risk assessment score for 'Delays in Preparation of new Local Plan' being too low. Upcoming changes to NPPF on submission of local plans for Examination in Public – Paul Charlson to review
- Planning & Regulatory Service Resources – Complaints/Communication
- Procurement Risk – Training provision of 'fault lines, self-analysis, case studies'

A comment was raised in respect of Appendix D – Cabinet Key Risk Report – Finance, Procurement and Commercial Services 'A savings plan to address the budget gap has been drawn up for consideration by Members', that this had not

been received by Members.

The Corporate Director of Transformation, Housing and Resources informed that this was provided at Council on 22 February at paragraph 10.5 of the GRA Revenue and Capital Budget Report and MTFs Update 2023/24 to 2025/26. Members requested that this be clarified by Officers prior to Cabinet meeting.

RESOLVED:

- A. That the continuing effective operation of the Risk Management Framework as detailed in the Risk Management Annual Report 2022 (Appendix A) be noted.
- B. That the proposed amendments to the Risk Management Policy & Strategy (Appendix B) and Toolkit (Appendix C) be noted.
- C. That the findings of the external risk management review, set out in paragraph 7 of the report, be noted.
- D. That the progress made in relation to the management of the risks shown in the Key Risk Register (Appendix D) be noted and that the Committee request clarification prior to Cabinet in respect of (Appendix D) – Cabinet Key Risk Report – Finance, Procurement and Commercial Services 'A savings plan to address the budget gap has been drawn up for consideration by Members' which had not been received by Members.

37 HOUSING REGULATOR CONSUMER STANDARDS - KEY THEMES AND APPROACH

Consideration was given to the report of the Corporate Director of Transformation, Housing and Resources as contained on pages 851 to 861 of the Book of Reports, which was to provide a progress report on the action taken so far to review WLBC services, to ensure that the Council continues to operate within the Housing Regulators Consumer standards.

The Housing Regulatory & Quality Manager outlined the report and responded to the following comment and question raised by Members.

- That the needs of Armed Forces Veterans are addressed – This is a statutory requirement and, also covered within the 'Allocations Policy'
- In discussion it was noted that the Committee would like to see regular updates in respect of the review. The Housing Regulatory & Quality Manager informed Members that this will be brought to future meetings of the Committee as a matter of course.

RESOLVED: That the Committee noted the report and updates.

38 AFFORDABLE HOME OWNERSHIP PRODUCTS

Consideration was given to the report of the Corporate Director of Transformation, Housing and Resources as contained on pages 863 to 908 of the Book of Reports, which was to seek approval for the publication of Rent to Buy and Shared Ownership policies.

The Housing Strategy and Development Programme Manager outlined the report, giving a summary of the two policies 'Rent to Buy' and 'Shared Ownership'. He then responded to comments and questions raised by Members.

- Welcome of the Policies, much needed by residents
- Process for allocation of property under Rent to Buy – ensure this is a fair process
- Ensure that the shared ownership policy allows shared owners to purchase additional shares enabling them to staircase to 100% ownership
- Advice sought from other Local Authorities and Registered Providers
- Does 'discount' build up for Rent to Buy as in Right to Buy – this aspect to be explored further by Officers.
- Marketing process – and involvement of Help to Buy Agent 1. The involvement of Help to Buy Agent 1 is not a Homes England requirement for Rent to Buy marketing. Homes England have recently removed the requirement of their involvement in the marketing of shared ownership properties and so the policy will be amended to reflect the change.

The Committee made the following comments for Officers to provide response to Members of the Committee and Cabinet:

1. To clarify the position for the provision of 'emergency repairs' following the intent to purchase.
2. The process and procedure to follow, in order to prevent a 'floodgate' for applicants.

RESOLVED That the contents of the Rent to Buy and Shared Ownership policies be noted.

39 UPDATE ON ACTIONS – DAMP AND MOULD MANAGEMENT IN COUNCIL HOUSING

Consideration was given to the report of the Corporate Director of Transformation, Housing and Resources as contained on pages 909 to 916 of the Book of Reports, which provided an update about the work that is being completed to mitigate the issue with damp and mould in Council homes.

The Head of Housing Services outlined the report and responded to comments and questions raised by Members:

- Welcome of the report to tackle and investigate issue of damp and mould in Council homes
- Savills survey -789 properties identified - action being taken to ensure the safety of residents in relation to damp, mould, and condensation
- Investigation is carried out thoroughly

RESOLVED: That the Committee considered and noted the report, action and information contained therein.

40 DELEGATED AUTHORITY - SPENDING UNDER THE UK SHARED PROSPERITY FUND

Consideration was given to the report of the Head of Wellbeing and Place as contained on pages 939 to 942, which was to highlight the governance system for the UK Shared Prosperity Fund and agree spend approval for key items prior to the primary governance meeting.

The Economic Development and Regeneration Manager outlined the report and responded to comments and questions raised by Members. The Chairman requested that progress reports be presented to future meetings of the Committee.

RESOLVED: A. That the report be considered and noted.

B. That progress reports be presented to future meetings of the Committee.

41 CORPORATE PERFORMANCE REPORTING 2023/24

Consideration was given to the report of the Corporate Director of Transformation, Housing and Resources as contained on pages 917 to 928 of the Book of Reports, which was to seek approval for the Corporate Performance Reporting for 2023/24.

The Performance Improvement Lead outlined the report and responded to comments and questions raised by Members.

It was noted that in respect of Appendix A – 'WL165 % Staff Turnover Rate', it was noted that this should state 22/23 and not 22/24. The Performance Improvement Lead will update accordingly for submission to Cabinet.

RESOLVED: That the Committee note and support the suite of Key Performance Indicators 2023/24 at Appendix A.

42 UPDATE ON PEER REVIEW

Consideration was given to the report of the Corporate Director of Transformation, Housing and Resources as contained on pages 929 to 938 of the Book of Reports, which presented an update to Members following the Corporate Peer Challenge Report.

The Corporate Director of Transformation, Housing and Resources outlined the Report and Action Plan to Members. He informed that the Corporate Peer Challenge Peer Review Team, will check progress against the key recommendations on 28 February 2023.

RESOLVED: That the Committee note progress against the Peer Review Action Plan.

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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 or by sending to:

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

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

3.0 Scope

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

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

4.0 Number of items

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

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

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

5.0 At the Meeting

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

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

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

(Please see attached form.)



REQUEST FOR PUBLIC SPEAKING AT MEETINGS

MEETING & DATE

NAME

ADDRESS

Post Code

PHONE

Email

Please indicate if you will be in attendance at the meeting

YES/NO*

*delete as applicable

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

YES/NO*

*delete as applicable

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

NAME

PHONE

Email

Note: This page will not be published.

(P.T.O.)

Agenda Item 8

CABINET

HELD: Tuesday, 7 March 2023

Start: 7.00 pm

Finish: 7.15 pm

PRESENT:

Councillor:

Councillors:

Portfolio

Councillor Yvonne Gagen	Leader of the Council
Councillor Gareth Dowling	Deputy Leader and Portfolio Holder for Communities and Community Safety. Dementia Champion and Food Security Champion
Councillor Carl Coughlan	Portfolio Holder for Leisure; and Youth Champion
Councillor Vickie Cummins	Portfolio Holder for Health & Wellbeing
Councillor Anne Mary Fennell	Portfolio Holder for Planning
Councillor Jenny Wilkie	Portfolio Holder for Street Scene and Green Initiatives
Councillor Adam Yates	Portfolio Holder for Finance and Economic Regeneration

In attendance: Councillor Nicola Pryce-Roberts, Portfolio Holder for Housing (virtual)
Councillor David Westley (virtual)
Councillor Adrian Owens (virtual)
Councillor Neil Furey (virtual)

Officers: Jacqui Sinnott-Lacey, Chief Operating Officer
Chris Twomey, Corporate Director of Housing, Transformation & Resources
Paul Charlson, Head of Planning & Regulatory Services (virtual)
Kay Lovelady, Legal & Democratic Services Manager
Jacky Denning, Democratic Services Manager
Jonathan Mitchell, Housing Strategy & Development Programme Manager (virtual)
Rebecca Spicer, Insurance and Risk Officer (virtual)

72 APOLOGIES

There were no apologies for absence.

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

There were no items of special urgency.

74 PUBLIC SPEAKING

There were no items under this heading.

75 DECLARATIONS OF INTEREST

The following declaration were received:

1. Councillor J Wilkie (Tenant of a Council flat/house) declared a disclosable pecuniary interest in relation to items 6(b) 'Affordable Home Ownership Products, 6(e) 'Update of Actions – Damp and Mould Management in Council Housing' and 6(g) 'Housing Regulator Consumer Standards – Key Themes and Approach' for the reasons indicated but was entitled to speak and vote by virtue of an exemption (nothing in these reports relates particularly to their respective interests arising from the tenancy or lease).
2. Councillor Coughlan (Tenant of a Council garage) declared a disclosable pecuniary interest in relation to items 6(b) 'Affordable Home Ownership Products, 6(e) 'Update of Actions – Damp and Mould Management in Council Housing' and 6(g) 'Housing Regulator Consumer Standards – Key Themes and Approach' for the reasons indicated but were entitled to speak and vote by virtue of an exemption (nothing in these reports relates particularly to their respective interests arising from the tenancy or lease).
3. Councillors Carl Coughlan, Vicki Cummins and Yvonne Gagen declared a non-pecuniary interest in agenda items relating to Lancashire County Council (LCC) as employees of Lancashire County Council and did not enter into detailed discussions, which affected LCC.

76 MINUTES

RESOLVED: That the minutes of the Cabinet meeting held on 24 January 2023 be received as a correct record and signed by the Leader.

77 MATTERS REQUIRING DECISIONS

Consideration was given to report relating to the following matters requiring decisions and contained on pages 941 to 1136 and 1137 to 1158 of the Book of Reports:

78 RISK MANAGEMENT FRAMEWORK UPDATE & KEY RISK REGISTER

Councillor Yates introduced the report of the Corporate Director of Transformation,

Housing & Resources, which set out details of the operation of the Risk Management Framework over the last twelve months, recommended changes to the current Risk Management Policy & Strategy, and Toolkit, shared the findings of an external risk review and set out details on the key risks facing the Council and how they are being managed.

The minute of Executive Overview & Scrutiny Committee had been circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minute of Executive Overview & Scrutiny Committee, the report before it and the recommendations contained therein.

- RESOLVED:
- A. That the continuing effective operation of the Risk Management Framework as detailed in the Annual Risk Management Report 2022 (Appendix A) be noted.
 - B. That, following consideration of the minute of the Executive Overview & Scrutiny Committee (Appendix E), the proposed amendments to the Risk Management Policy & Strategy (Appendix B) and Toolkit (Appendix C) be approved.
 - C. That the findings of the external risk management review, set out in paragraph 7, be noted.
 - D. That following consideration of the minute of the Executive Overview & Scrutiny Committee (Appendix E), the progress made in relation to the management of the risks shown in the Key Risk Register (Appendix D) be noted and endorsed.

79

AFFORDABLE HOME OWNERSHIP PRODUCTS

Councillor Pryce-Roberts introduced the report of the Corporate Director of Transformation, Housing & Resources, which sought approval for the publication of Rent to Buy and Shared Ownership policies.

The minutes of the Executive Overview & Scrutiny Committee and the Landlord Services Committee (Cabinet Working Group) were circulated prior to the meeting.

In reaching the decision below, the Cabinet considered the minutes, the report before it and the recommendations contained therein.

- RESOLVED:
- A. That the Rent to Buy and Shared Ownership policies attached at Appendix A and B, be approved, taking into account the minute of the Executive Overview & Scrutiny Committee attached at Appendix D.

- B. That the Corporate Director of Transformation, Housing and Resources in consultation with the relevant Portfolio Holder, be given delegated authority to make changes to each policy to ensure compliance with Homes England requirements, to reflect changes to regulation, legislation, local operational procedures and make any minor / inconsequential changes as required.

(Note: As Councillor Pryce-Roberts attended virtually, she didn't vote on the item and the Leader moved the Motion to approve the recommendations in the report.)

80 COUNCIL PERFORMANCE DELIVERY PLAN – Q3 2022/23

Councillor Adam Yates introduced the report of the Corporate Director of Transformation, Housing & Resources, which presented performance monitoring data for the quarter ended 31 December 2022.

The Minute of the Budget/Council Plan Committee was circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minute of Budget/Council Plan Committee, the report before it and the recommendations contained therein.

RESOLVED: That the Council's performance against the Council Plan for the quarter ended 31 December 2022 be noted.

81 CORPORATE PERFORMANCE REPORTING 2023/24

Councillor Adam Yates introduced the report of the Corporate Director of Transformation, Housing & Resources, which sought approval for the Corporate Performance Reporting for 2023/24.

The Minute of the Executive Overview & Scrutiny Committee was circulated prior to the meeting.

It was noted that in respect of Appendix A – 'WL165 % Staff Turnover Rate', it was noted that this should state 22/23 and not 22/24.

In reaching the decision below, Cabinet considered the minute of the Executive Overview & Scrutiny Committee, the report before it and the recommendations contained therein.

RESOLVED: A. That, taking into consideration the minute of the Executive Overview & Scrutiny Committee, the suite of Key Performance Indicators (KPIs) and targets in Appendix A be approved and adopted for reporting as part of a Council Plan Corporate Delivery Plan to evidence progress with the Council Plan.

- B. That the Corporate Director of Transformation, Housing and Resources, in consultation with the Portfolio Holder, be authorised to finalise and amend the suite (Appendix A) having regard to the minute of the Executive Overview and Scrutiny Committee - 23 February 2023, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.

82 **UPDATE ON ACTIONS – DAMP AND MOULD MANAGEMENT IN COUNCIL HOUSING**

Councillor Pryce Roberts introduced the report of the Corporate Director of Transformation, Housing & Resources, which provided an update about the work that being completed to mitigate the issue with damp and mould in council homes.

The minutes of the Executive Overview & Scrutiny Committee and the Landlord Services Committee (Cabinet Working Group) were circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minutes, the report before it and the recommendations contained therein.

- RESOLVED:
- A. That the action already taken and the future proposed action to mitigate damp and mould issues in council homes and the aims to reduce the impact on the health to our tenants, be noted.
 - B. That the actions being taken be endorsed.

(Note: As Councillor Pryce-Roberts attended virtually, she didn't vote on the item and the Leader moved the Motion to approve the recommendations in the report.)

83 **CORPORATE PEER CHALLENGE UPDATE**

Councillor Yates introduced the report of the Corporate Director of Transformation, Housing & Resources, which presented an update following the Corporate Peer Challenge Report

The Minute of the Executive Overview & Scrutiny Committee was circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minute of the Executive Overview & Scrutiny Committee, the report before it and the recommendations contained therein.

- RESOLVED:
- A. That the Minute of the Executive Overview and Scrutiny Committee be noted.

- B. That progress against the action plan be noted.
- C. That Executive Overview and Scrutiny Committee monitor the delivery of the action plan.

84 **HOUSING REGULATOR CONSUMER STANDARDS - KEY THEMES AND APPROACH**

Councillor Pryce Roberts introduced the report of the Corporate Director of Transformation, Housing & Resources, which detailed progress on the action taken so far to review WLBC services to ensure that the Council continues to operate within the Housing Regulators Consumer standards sought endorsement of the key themes and approach.

The minutes of the Executive Overview & Scrutiny Committee and the Landlord Services Committee (Cabinet Working Group) were circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minutes, the report before it and the recommendations contained therein.

RESOLVED: That the current position as it relates to Housing Regulation and the Consumer standards be noted and the key themes and approach be endorsed.

(Note: As Councillor Pryce-Roberts attended virtually, she didn't vote on the item and the Leader moved the Motion to approve the recommendations in the report.)

85 **DELEGATED AUTHORITY - SPENDING UNDER THE UK SHARED PROSPERITY FUND**

Councillor Yates introduced the report of the Corporate Director of Place & Community, which detailed the governance system for the UK Shared Prosperity Fund and sought approval to spend on key items prior to the primary governance meeting.

The Minute of the Executive Overview & Scrutiny Committee was circulated prior to the meeting.

In reaching the decision below, Cabinet considered the minute of the Executive Overview & Scrutiny Committee, the report before it and the recommendations contained therein.

RESOLVED: A. That the Programme Team tender and contract for two Feasibility Studies to the total amount of £50,000 be approved.

- B. That the Programme Team tender and contract for professional

support to the amount of £8,000, as highlighted on the governance structure, be approved.

- C. That the Programme team advertise and recruit a Programme Manager within the remit of the 4% administrative allowance of the Fund.
- D. That the governance structure, as submitted to the Department of Levelling Up, Communities and Housing be noted.
- E. That Officers work with Democratic Services to create the UKSPF Programme Board within the guidelines of WLBC governance requirements.

86 **FUNDING OF VOLUNTARY BODIES & OTHER ORGANISATIONS CABINET WORKING GROUP - MINUTES OF THE MEETING HELD ON WEDNESDAY, 22 FEBRUARY 2023**

Councillor Dowling introduced the minutes of the Funding of Voluntary Bodies & Other Organisations Cabinet Working Group for the meeting held on Wednesday 22 February 2023 and the recommendations contained at Minute 6.

In reaching the decision, Cabinet considered the minutes of the Cabinet Working Group and the recommendations contained therein.

RESOLVED: That the following recommendations of the Cabinet Working Group be endorsed:

- A. That the current model for issuing grant funding, move from a three-year award (with funding distributed at the beginning of each 12-month period) to an initial 12-month grant agreement.
- B. That subject to meeting the new specification requirements, two new grants are awarded totalling £50,000 each to the Birchwood Centre and the Citizen Advice West Lancashire, for a period of 12 months from 1st April 23 – 31st March 24.
- C. That the Corporate Director of Transformation, Housing and Resources in consultation with the Portfolio Holder, be given delegated authority to approve service specifications and make inconsequential administrative amendments to the scheme going forwards.
- D. That following satisfaction of specification requirements, the Corporate Director of Transformation Housing and Resources in consultation with the Portfolio Holder, be authorised to issue the grants in accordance with the scheme of delegation.

CABINET

HELD: Tuesday, 7 March 2023

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Leader



EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE: 15 June 2023

Report of: Head of Planning and Regulatory Services

Relevant Portfolio Holder: Cllr Gareth Dowling

Contact for further information: Paul Charlson (Extn. 5246)
(paul.charlson@westlancs.gov.uk)

Cathryn White, Transformation Project Manager
(cathryn.white@westlancs.gov.uk)

SUBJECT: PLANNING SERVICES REVIEW UPDATE REPORT

Wards Affected: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 To update Members on progress with implementing the recommendations of the Planning Services review.

2.0 RECOMMENDATIONS

- 2.1 That the update on progress of the Planning Services review be noted.
- 2.2 That future progress reports be reported via the Overview and Scrutiny Committee Members Update, unless there are specific recommendations that need consideration by this Committee.

3.0 BACKGROUND

- 3.1 Cabinet agreed the implementation of the recommendations from the Planning Services Review Report in June 2021. A working group was then established to drive forward the implementation of the recommendations (at that time supported by Red Quadrant). The detail of this has been previously shared with Members which focused on each of the recommendations that addressed:

- Enforcement
- Pre-application Process
- Interface with Business Support
- Complaint Handling
- Customer Self-Service
- Workforce Planning

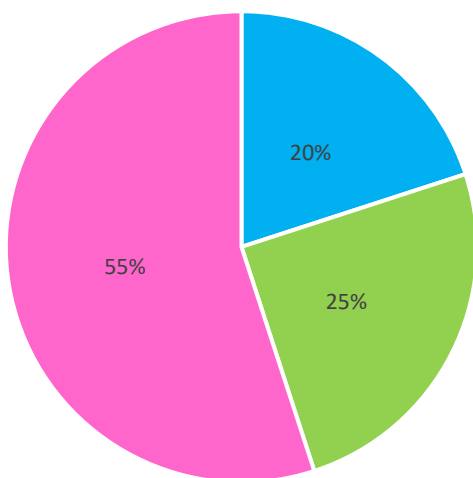
3.2 The Planning Review Implementation Project officially commenced in October 2021 and has an expected completion date of March 2024. This is owing to several changes within the service throughout the duration of the project which has had a significant impact on delivery of the plan and relevant timescales. A report was last presented to this Committee in September 2022 and this report is submitted at the (then) request of this Committee to provide oversight of the progress made to date.

4.0 CURRENT POSITION

4.1 Whilst the service has previously seen significant change in staffing levels, which resulted in challenges across the service, staff turnover has stabilised substantially during the last 12 months. This, in itself, has led to a great number of service risks being either addressed and/or reduced. That said, and like many other local authorities, recruitment challenges in the Development Management service remain and the risks are referenced later in this report. However, the amount of work undertaken by all staff in the service (and those that support the service) in both maintaining the service and progressing the review cannot be underestimated and should be acknowledged.

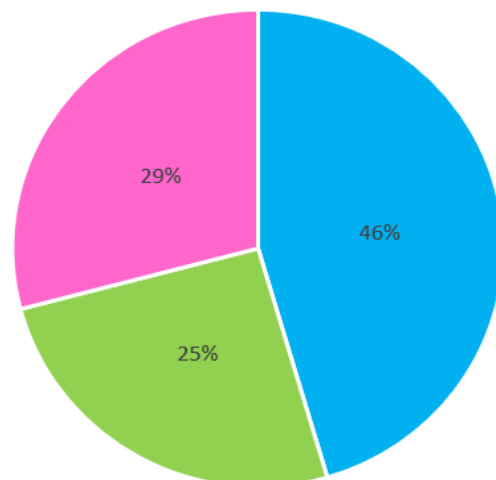
4.2 Despite these challenges, the team has made great strides to improve collaborative working, performance practices and embed a one council approach to service delivery. This underpins a great deal of the work contained in the project plan and is reflected in those actions marked as 'in progress' or 'completed', which demonstrates considerable progress since the last report to this Committee in September 2022.

**Progress of Project Plan
Actions Sept 2022**



■ Completed ■ In progress ■ Not Yet Started

**Progress of Project Plan
Actions May 2023**



■ Completed ■ In progress ■ On Target

4.3 It has been necessary to continually review the project plan, including all 56 main actions that were originally further sub-divided into 210 individual tasks with approximate completion dates. This has resulted in some tasks being reprioritised to address service risks and help to support improvements. A critical path remains in place to ensure visibility of all milestones throughout the lifecycle of the project. Members can be assured that managers and the team remain motivated and determined to realise the project plan, but it is critical that the timescales remain reasonable so that the required change can be managed effectively.

4.4 Key tasks undertaken to date include:

- Working with the Planning Support Team to undertake a benchmarking exercise to understand the pressures and challenges with the validation process and the risks associated with these timeframes.
- An improvement plan has been put in place and support commissioned via Terraquest to remove the backlog of validations in the system.
- A review of the Enforcement Process has taken place, with a full end-to-end process map detailing the steps taken by the Planning Service and the Planning Support Team.
- A new Enforcement Charter has been created and approved by Planning Committee and Council on 5th April 2023.
- Further meetings/training have taken place throughout quarter four of 2022/23 with Sefton Council, with the aim of investigating practicalities of developing and procuring a system that works for everyone in relation to IDOX.
- Further work has taken place to understand the challenges around the Enforcement Complaint process and platform. The ability to upload Jpeg photographs would support the ability to assess such requests – this is underway with LCCD for implementation.
- Approximately 50% of applications are returned to the agent due to discrepancies and missing information in the form. However, this process was cumbersome and resulted in many applications remaining pending for some time. A revised letter and process has been implemented to ensure incomplete applications are returned promptly to reduce unnecessary impacts on the Planning Support service that were causing validation delays. A comprehensive FAQ document is also developed and tailored to the gaps and common thread of queries to reduce contacts with the service to improve response times.
- All Planning Service letter templates have been reviewed, revised and amended to ensure all are accurate and up to date.
- All planning notices now include a QR code to directly signpost the public to the relevant application on the Planning Portal.
- Use of shared knowledge and support from neighbouring authorities in application and validation processes.
- Further changes and system upgrades have taken place on relevant processes within the IDOX software to improve the efficient handling of documents.

- Measures are robustly in place to ensure that Officers feel supported in their work, that their case loads are being managed and opportunities are available to share good practice and positive feedback. This is done through individual Application Case Reviews held with all operational staff to allocate applications fairly and to monitor performance. These also serve to provide staff with support with their workload.
- Several new Planning team members have been recruited, including additional dedicated Legal support staff. This has already seen improvements in the pace and frequency of enforcement action.

4.5 The full amended project plan is provided at Appendix 1 to this report, and if agreed by Members, will be used to track future progress, and provide updates. Of the 55 main actions derived from the original recommendations:

- **46% are 'Completed'**
- **25% are 'In Progress'**
- **29% are 'On Target'**

4.6 Those actions marked as 'in progress' above have varied completion dates due to their nature, with the latest to be completed by March 2024. Other actions will be addressed as detailed in the plan. Completion of the overall action plan is anticipated by 31 March 2024. However, the substantive amount of work would be completed before this date. These timeframes will be kept under constant review and amended accordingly to reflect the resources available.

5.0 NEXT STEPS

5.1 Progress will continue to be reported into the Our Future; Our People Transformation Programme Board and it is proposed that future progress reports will be reported via the Overview & Scrutiny Members Update, unless there are specific recommendations that need consideration by this Committee and/or Cabinet.

5.2 Attention will continue to be given to those aspects of the service that generate the greatest operational risk and these will be reflected in the project plan. The focus over the next three months will be on reviewing the relevant actions in the plan, which will include improvements to validation turnaround times. This will be supported by the commission of Terraquest to remove the current backlog of submissions.

5.3 The strategic focus for the next six months will be on the following themes:

- Pre-Application Service – Total of 7 Recommendations
- Elected Member Training – Total of 3 Recommendations
- ICT Infrastructure – Total of 13 Recommendations

5.4 Specific attention will also be given to more general themes as below:

- Ensuring customers who wish to access information linked to the planning service can do so through the website and planning portal, and that existing links work as expected.
- Seek out opportunities to review and improve the website content, design and layout in line with the WLBC website transformation programme of work. [Chorley BC has been cited as an example of best practice.]
- Review and support the requirement for Member Training, ensuring that options are available to improve and embed knowledge to support their planning obligations.
- Work will continue to improve the enforcement service beyond the requirements of the review stated above.
- Accordingly, increased public messaging is planned to promote the Enforcement Charter tailored to stakeholders and varying audiences.
- Creation of an Agents Forum to improve communication and transparency between the service and relevant planning agents.
- Implementation of a Duty Officer role within to provide improved access to the service. This will provide generic advice and support but will not advise on specific matters that would otherwise be subject to the pre-application service. Embedding this as a robust function will provide several improvements across the service as well as to the Planning Support team.

6.0 SUSTAINABILITY IMPLICATIONS

6.1 The recommendations look to modernise and make the service more efficient whilst maximising income opportunities and providing a clear offer for customers making the service more sustainable and improving customer satisfaction.

6.2 This report has no significant impacts upon crime and disorder.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 The additional costs associated with recruiting temporary planning staff will be met from vacant posts and the reserve.

8.0 RISK ASSESSMENT

8.1 A corporate risk remains in place in relation to staff recruitment and the corresponding impacts on the service. This in turn impacts on the ability of the service to deliver against the action plan and wider service aims. In mitigation, Officers are currently trying all available options to secure resource, which will also include a continual review of the action plan itself.

- 8.2 The risk of not taking forward the recommendations will continue to impact on service delivery. Regular monitoring will enable progress to be mapped and resources reviewed.

9.0 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 If additional staff resources are not provided to manage the current vacancies, daily workloads, backlog of cases and the recommendations of the review, the quantity of work has and could continue to have a direct impact on the health and wellbeing of the current staff. Management is closely linked to Human Resources colleagues to ensure continued engagement and support for staff. The addition of extra resources into the team will help to create some capacity to manage this work moving forward, subject to successful recruitment.
-

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 no direct impact on members of the public, employees, elected members and / or stakeholders by virtue of this report. Therefore, an Equality Impact Assessment is not required.

Appendices

Appendix 1 – Planning Service Review Summary Level Project Plan

REF.	MAIN ACTION RAG STATUS	RED QUADRANT RECOMMENDATION	KEY TASKS FOR DELIVERY	INTERNAL REF	PROGRESS RAG STATUS	REVISED SHORT / MEDIUM / LONG TERM	REVISED START DATE	REVISED PLANNED TARGET END DATE
PLANNING ENFORCEMENT								
ENFORCEMENT 001	Completed	Produce an up to date outward focused Planning Enforcement Charter with KPI's.	Hold initial meeting to discuss the task with Red Quadrant	EN001/01	Completed	N/A	N/A	N/A
			Agree process with Red Quadrant for assistance with undertaking the task, in consultation with Officers & Members. Hold initial workshop.	EN001/02	Completed	N/A	N/A	N/A
			Red Quadrant to produce report for comment.	EN001/03	Completed	N/A	N/A	N/A
			Team to create opportunity to involve others and create synergy with Enforcement Charter	EN001/04	Completed	N/A	N/A	N/A
			Link with communications- branding; design; website.	EN001/05	Completed	N/A	N/A	N/A
			PC to present to Portfolio Holder in advance of scrutiny meetings.	EN001/06	Completed	Short	01/11/2022	28/02/2023
			Signed off at Planning Committee & Council.	EN001/07	Completed	Short	01/11/2022	01/04/2023
ENFORCEMENT 002	Completed	The Planning Service, Enforcement Team and Legal Services conduct a workshop exercise to produce an SLA based on mutual undertakings and obligations. The SLA should include KPI's, fee structure and minimum documentation requirements.	Impartial facilitator to conduct workshop with Legal Services for discussion of issues.	EN002/01	Completed	N/A	N/A	N/A
			Consideration of current pay re-charge for legal services and limited resources in legal for planning matters.	EN002/02	Completed	N/A	N/A	N/A
			Conduct benchmarking exercise to compare process and practice with other authorities.	EN002/03	Completed	N/A	N/A	N/A
			Identification of solutions.	EN002/04	Completed	N/A	N/A	N/A
			Development of SLA once Legal and Democratic Services Manager and Monitoring Officer in place.	EN002/05	Completed	Short	01/01/2023	28/02/2023
			Present final progress report to the Our Future Transformation Programme Board.	EN002/06	Completed	Short	01/01/2023	28/02/2023
ENFORCEMENT 003	In progress	An Annual Report on Enforcement activities be submitted to the appropriate committees. Consideration be given to a six monthly review.	Determine the key criteria and information that will be included within the report (including key improvements made to service and tree enforcement information).	EN003/01	In progress	Medium	01/04/2023	31/05/2023
			Utilise existing template (used previously) as a starter for ten to update and further develop.	EN003/02	In progress	Medium	01/04/2023	31/05/2023
			Include Annual Enforcement Report on Forward Plan of meetings.	EN003/03	In progress	Medium	01/04/2023	31/05/2023
			Issue annual report to EO&S in May of each year and Cabinet in June, with the first report issued in May 2022.	EN003/04	In progress	Medium	01/04/2023	31/05/2023
			Circulate report (by email) to all members as a Member update following Cabinet endorsement.	EN003/05	In progress	Medium	01/04/2023	31/05/2023
ENFORCEMENT 004	Completed	The Planning Service consider if capacity and risk issues can be resolved via the delegation "down" to Enforcement Officers for writing non expedient reports and reports for action.	Conduct benchmarking exercise to compare process and practice with other authorities.	EN004/01	Completed	N/A	N/A	N/A
			Develop process mapping of current process. (DUPLICATE OF 005.)	EN004/02	Completed	N/A	N/A	N/A
			Review templates and efficiencies within Uniform	EN004/03	Completed	Short	01/02/2023	01/03/2023
		The "traditional" approach to the management of Enforcement be replaced with greater accountability placed on Enforcement Officers and changes to management oversight.	Develop a standard pre-populated template as a starter for ten for Officers to further develop, as appropriate.	EN004/05	Completed	Short	01/02/2023	01/03/2023
			Consider changing job descriptions of Enforcement Officers to include as a key task of the role.	EN004/06	Completed	N/A	N/A	N/A
ENFORCEMENT 005	In progress	The Planning Service and Council consider whether the absence of a seamless service is in the best interests of the Council, the planning service and the citizens and stakeholders of West Lancs.	Determine how the team currently operates and communicates with the customer (including multiple customers and wider stakeholders). Process mapping.	EN005/01	Completed	N/A	N/A	N/A
			Undertake customer journey mapping exercise to process map the current 'as is' and the potential 'to be'.	EN005/02	Completed	N/A	N/A	N/A
			Investigate complaints etc. through Service Now and develop a single system/ approach for communication.	EN005/03	In progress	Short	01/02/2023	31/03/2023
			Proactively encourage a shift to move customers to self-serve (i.e. online) rather than ringing up for advice.	EN005/04	In progress	Short	01/02/2023	31/03/2023
			Investigate opportunities to utilise different technology.	EN005/05	In progress	Short	01/02/2023	31/03/2023
			Finalise approach for managing expectations of customers- including all stakeholders.	EN005/06	In progress	Short	01/02/2023	31/03/2023
ENFORCEMENT 006	Closed - no longer required	The Planning Service consider how best Building Control officers and others can support Enforcement Officers gather and corroborate evidence when carrying out site visits.	Explore as part of wider process mapping.	EN006/01	Closed - no longer required	N/A	N/A	N/A
			Explore capacity of role of officers to undertake the task.	EN006/02	Closed - no longer required	N/A	N/A	N/A
			Develop recommendations to implement a revised approach and embed new process, if appropriate.	EN006/03	Closed - no longer required	N/A	N/A	N/A
PRE-APPLICATION ADVICE SERVICE								
PRE-APP 001	Completed	a) The level of charging fees for Planning Services be updated from 2016 to 2021. b) A mechanism be introduced using a variety of criteria to provide an annual review and uplift of charges as part of normal business in setting the Council's budget.	Link to wider corporate project for fees and charges.	PRE001/01	Completed	N/A	N/A	N/A
			Produce benchmarking information to determine current national average for fees and charges.	PRE001/02	Completed	N/A	N/A	N/A
			Once determined implement new fees and charges, including publicising revised changes to customers.	PRE001/03	Completed	N/A	N/A	N/A
			Annually increase fees, in line with corporate approach, moving forward.	PRE001/04	Completed	N/A	N/A	N/A
PRE-APP 002	On target	The turnover of planning applications (note: does this reference Pre-Apps rather than actual Planning Applications?) from all categories for an agreed period be utilised as a base line for predicting income generation against the costs of the	Determine time period for assessing turnover of planning applications.	PRE002/01	Completed	N/A	N/A	N/A
			Apply formula to turnover of Pre-App applications X proposed charging fees to determine baseline for predicting income.	PRE002/02	On target	Medium	01/04/2023	30/06/2023
			Utilise baseline for predicting income to tailor processes, service structure and approach to service delivery to meet income expectations.	PRE002/03	On target	Medium	01/04/2023	30/06/2023

		income generation against the costs of the fee based service.	Undertake evaluation/ analysis on a minimum of an annual basis to assess appropriateness of fees and charges.	PRE002/04	Closed - no longer required	N/A	N/A	N/A
PRE-APP	003	Financial and Planning Service include in their internal KPI financial transactions received and paid for online linked to the Validation Process.	Liaise with Finance colleagues to determine most appropriate approach to gathering and analysing financial transactions received.	PRE003/01	On target	Medium	01/04/2023	30/06/2023
			Undertake process mapping (where appropriate) to determine current 'as is' process and consider new 'to be' process.	PRE003/02	On target	Medium	01/04/2023	30/06/2023
			Re-assess current set of KPI's and include new financial KPI's	PRE003/03	On target	Medium	01/04/2023	30/06/2023
			Continue to monitor new financial KPI's to influence continuous service improvement and influence performance.	PRE003/04	On target	Medium	01/04/2023	30/06/2023
PRE-APP	004	a) Financial and Planning Services evaluate the costs and benefits of utilising the Planning Portal only as a means of processing offline payments as against the current range of payment options. b) The Councils Planning Web Portal be reviewed and decisions made as to which elements of planning processes should be provided solely via the governments sponsored Planning Portal. (Note: the Planning Portal does not currently provide a service for Pre-Apps so this action cannot be undertaken.)	Undertake workshop to determine scope in terms of costs and benefits.	PRE004/01	On target	Medium	01/07/2023	31/10/2023
			Utilise benchmarking information i.e. approach of Warrington.	PRE004/02	On target	Medium	01/07/2023	31/10/2023
			Look to streamline the range of payment options to online only (with the caveat of phone payment etc. in circumstances where appropriate)	PRE004/03	On target	Medium	01/07/2023	31/10/2023
			Devise approach to channel customers to the portal payment only.	PRE004/04	On target	Medium	01/07/2023	31/10/2023
			Monitor revised process to determine effectiveness.	PRE004/05	On target	Medium	01/07/2023	31/10/2023
PRE-APP	005	A precise explanation be provided on council documentation explaining that charges are for professional services provided by the Planning Service.	Draft statement to be produced.	PRE005/01	On target	Medium	01/02/2023	31/05/2023
			Gain approval of draft statement through appropriate channels.	PRE005/02	On target	Medium	01/02/2023	31/05/2023
			Publicise approved statement on relevant documentation and relevant WLBC website pages.	PRE005/03	On target	Medium	01/02/2023	31/05/2023
PRE-APP	006	The Planning Service devise a consistent way of working for all planning staff that provides clarity to officers, elected members and applicants as to the limits of preliminary advice prior to it becoming a chargeable service.	Develop process maps to determine approach to be taken for preliminary advice and limits prior to becoming a chargeable service.	PRE006/01	On target	Medium	01/07/2023	31/10/2023
			Develop standardised approach to working practices for implementation.	PRE006/02	On target	Medium	01/07/2023	31/10/2023
			Communicate standardised approach to all stakeholders via appropriate channels of engagement.	PRE006/03	On target	Medium	01/07/2023	31/10/2023
			Provide officers with necessary training and 'permissions' to challenge stakeholders if revised process is not followed/ trying to be by-passed.	PRE006/04	On target	Medium	01/07/2023	31/10/2023
PRE-APP	007	Planning Officers apply their time within this criteria and ensure this is recorded on Idox/Uniform for charging and management purposes.	Time recording system to be investigated. Use benchmarking information where appropriate.	PRE007/01	On target	Medium	01/07/2023	31/10/2023
			Revised time recording system to be approved.	PRE007/02	On target	Medium	01/07/2023	31/10/2023
			Revised time recording system to be implemented across the service, facilitating engagement and buy-in from all staff.	PRE007/03	On target	Medium	01/07/2023	31/10/2023
			Monitor appropriateness and effectiveness of new time management system and re-evaluate if not creating desired results.	PRE007/04	On target	Medium	01/07/2023	31/10/2023
COMPLAINTS PROCESS								
COMPLAINTS	001	The Planning Service affirm or otherwise that it is content that current council policy statements are sufficient reassurance to Officers who are the recipient of complaints alleging corruption and malpractice.	Review the existing process. Ensure input received from NP & JP.	COMP001/01	Completed	N/A	N/A	N/A
			Explore opportunity to develop a feedback process, include both compliments and complaints.	COMP001/02	Completed	N/A	N/A	N/A
			Develop new robust process to support and reassure Officers.	COMP001/03	Completed	N/A	N/A	N/A
			Create opportunities to showcase positive feedback received.	COMP001/04	Completed	N/A	N/A	N/A
			Link to Annual Report and utilise for continuous improvement for further service development.	COMP001/05	Completed	N/A	N/A	N/A
COMPLAINTS	002	The Planning Service affirm or otherwise that appropriate HR support is available should it be sought under such circumstances.	Review the existing process. Ensure input received from HR.	COMP002/01	Completed	N/A	N/A	N/A
			Develop new robust process to strengthen current procedures.	COMP002/02	Completed	N/A	N/A	N/A
			Further utilise the WLBC website to manage stakeholder expectations	COMP002/03	Completed	TBC	TBC - interdependency with Website Redesign Project	TBC - interdependency with Website Redesign Project
COMPLAINTS	003	The Planning Service carry out an annual and sixth monthly review of complaints to identify any learning opportunities (and/or gain reassurance) from complaints that may help both the planning service and corporate entity improve service delivery and reputation.	Explore opportunity to develop a feedback process, include both compliments and complaints.	COMP003/01	Completed	N/A	N/A	N/A
			Undertake process mapping to revise the process for monitoring of complaints and compliments to analyse the quantitative and qualitative responses received.	COMP003/02	Completed	Medium	01/09/2023	30/11/2023
			Link to EDM Project for issuing of FOI responses online.	COMP003/03	Completed	Medium	01/09/2023	30/11/2023
			Link to Annual Report and utilise for continuous improvement for further service development.	COMP003/04	Completed	Medium	01/09/2023	30/11/2023
STAKEHOLDER ENGAGEMENT & CONSULTATION								
ENGAGEMENT	001	The Planning Service breakdown its weekly Planning List by Ward to enable councillors to readily become aware of planning applications.	Establish capabilities of UNIFORM to breakdown to Ward level.	ENG001/01	Completed	N/A	N/A	N/A
			Establish small working group between Planning Service and Planning Support to investigate opportunities for a new approach.	ENG001/02	Closed - no longer required	N/A	N/A	N/A
			Determine clear ward boundaries for development of reports.	ENG001/03	Completed	N/A	N/A	N/A
			Begin issuing of new style reports.	ENG001/04	Completed	N/A	N/A	N/A
ENGAGEMENT	002	The survey data on home working be evaluated to inform best practice working and collate any issues that impact on the planning service that may have implications for service delivery.	Undertake analysis of staff survey results.	ENG002/01	Completed	N/A	N/A	N/A
			Undertake analysis of Red Quadrant survey results.	ENG002/02	Closed - no longer required	N/A	N/A	N/A
			Conduct a workshop to explore opportunities for different styles of working/ agile working.	ENG002/03	Closed - no longer required	N/A	N/A	N/A
			Link with health and safety at work policies, including developing procedures to lone working on sites etc.	ENG002/04	Completed	Short	01/09/2022	31/10/2022
			Link with health and wellbeing agenda, including issues surrounding mental health.	ENG002/05	Completed	N/A	N/A	N/A
			Develop a standardised approach to determine best practice and set boundaries as a team to determine flexibilities.	ENG002/06	Completed	N/A	N/A	N/A
		a) The Planning Service with Customer Services, Business Support and Legal Services engage in a workshop to assess process transfer and case monitoring to the first point of contact via the case management system and greater use of templates.	Conduct engagement to investigate the process and associated performance and determine what can be streamlined and/or automated.	ENG003/01	Completed	Short	01/06/2022	30/11/2022
			Process maps to be conducted. Determine use of templates; automation to be determined. Multiple channels for customer contact - look to streamline and control this process.	ENG003/02	Completed	Short	01/06/2022	30/11/2022

ENGAGEMENT 003	Completed	b) The Planning Service review its case management processes and expectations to ensure all elements of the Planning resource have a formal responsibility and ability to respond to internal and external enquiries thereby enhancing the ability to manage case load in a seamless way.	Develop case management process with Legal Services, to track progress. Agents Forum to be implemented to support delivery.	ENG003/03	Completed	Short	01/02/2023	31/03/2023
		c) Legal Services and Planning agree an SLA for Enforcement.	DUPLICATE - This is already covered under Enforcement.	ENG003/04	Closed - no longer required	N/A	N/A	N/A
ENGAGEMENT 004	Completed	The Planning Service with support from Customer Services initiate periodic customer experience interviews. (This has been considered as part of the new Customer Feedback Policy)	Implement sample survey approach and determine frequency of sample survey.	ENG004/01	Completed	Medium	01/09/2023	31/10/2023
			Undertake workshop with customer services to determine scope and availability.	ENG004/02	Completed	Medium	01/09/2023	31/10/2023
			Implement revised feedback process, including compliments and complaints. Promote and feedback results of analysis in a variety of formats, including Annual Report to Elected Members.	ENG004/03	Completed	Medium	01/09/2023	31/10/2023
			Create a customer journey based on planning perspective- not just customers itself.	ENG004/04	Completed	Medium	01/09/2023	31/10/2023
			Further utilise the WLBC website to manage stakeholder expectations.	ENG004/05	Completed	Medium	01/09/2023	31/10/2023
CONSULTATION PROCESS								
CONSULTATION 001	Completed	The Parish Councils be encouraged where they have staff to accept the responsibility as the first point of contact for the promotion of awareness of local planning applications.	Engage with Parish Council's to determine their future requirements and current capabilities.	CON001/01	Completed	Medium	01/09/2023	31/10/2023
			Determine whether Parish Council's have the resources and willingness to undertake this.	CON001/02	Completed	Medium	01/09/2023	31/10/2023
			Determine opportunities to link with existing member training i.e., at the Parish Council Liaison Meeting.	CON001/03	Completed	Medium	01/09/2023	31/10/2023
			Utilise exiting learning and development tools to strengthen our approach i.e., e-learning; Design Guide.	CON001/04	Completed	Medium	01/09/2023	31/10/2023
			Be more pro-active in "handholding" parish councils from the outset. Invest time at early stages. NOTE: Risk of high turnover and therefore wasted time of Officers.	CON001/05	Completed	Medium	01/09/2023	31/10/2023
			Implement preferred approach to revise processes and support Parish Councils' through learning and development.	CON001/06	Completed	Medium	01/09/2023	31/10/2023
CONSULTATION 002	On target	The Planning Service engage with developers and council partners on major applications to persuade them to deploy a wider range of tools including Planning for Real sessions that are interactive thereby promoting a greater understanding of their objectives.	Investigate opportunities to conduct 'Planning For Real' exercises.	CON002/01	On target	Medium	01/09/2023	31/10/2023
			Investigate a range of interactive tools for deployment within the service and provide recommendations for approval.	CON002/02	On target	Medium	01/09/2023	31/10/2023
			Conduct benchmarking exercise to compare process and practice with other authorities.	CON002/03	On target	Medium	01/09/2023	31/10/2023
			Escalate recommendations through approval process for implementation.	CON002/04	On target	Medium	01/09/2023	31/10/2023
ORGANISATIONAL STRUCTURES IN PLANNING								
ORGANISATIONAL 001	Completed	The senior managers of the Planning Service produce a joint position statement in relation to the opportunities for change and service delivery within the context of proposals contained in the current White Paper for the Corporate Management Team.	Keep abreast of White Paper development and anticipate changes that potentially may impact the service.	ORG001/01	Completed	Medium	01/11/2023	30/11/2023
			Determine timescales for White Paper implementation and further develop scope for change and service delivery.	ORG001/02	Completed	Medium	01/11/2023	30/11/2023
			Determine if Chief Officer for design and place making is to be a requirement in the Bill.	ORG001/03	Completed	Medium	01/11/2023	30/11/2023
			Begin to scope 'look and feel' of what potential structure and future service will look like.	ORG001/04	Completed	Medium	01/11/2023	30/11/2023
ORGANISATIONAL 002	Completed	The Planning Service anticipate the changes in the White Paper and review operational work practices to identify potential latent capacity and digital platforms for delivery of the service without disruption.	Keep abreast of White Paper development and anticipate changes that potentially may impact the service.	ORG002/01	Completed	Medium	01/11/2023	30/11/2023
			Determine timescales for White Paper implementation and further develop scope for change and service delivery.	ORG002/02	Completed	Medium	01/11/2023	30/11/2023
			Consult with colleagues/ partners from neighbouring authorities to share best practice and develop consistency.	ORG002/03	Completed	Medium	01/11/2023	30/11/2023
ORGANISATIONAL 003	Completed	a) The Planning Service adopt an integrated approach to work flows and operational practices that place the responsibility for customer engagement with all elements of the Service to support a seamless service delivery and promote resilience. b) The Planning Service engage in an internal divisional workshop to consider how daily operational practices for customer engagement and satisfaction can be enhanced by all elements of planning contributing to managing the customer engagement process including telephony contact and case management. c) A business workshop exercise be conducted between the Planning service, Telephony and Business Support to identify service transfer opportunities and the means by which they can be delivered to provide a seamless service.	Undertake joint workshop with Business Support Team (formerly Planning Support) to determine revised workflows and operational practices to improve service delivery.	ORG003/01	Completed	Short	01/11/2022	30/05/2023
			Develop and undertake necessary workflows and customer journeys to identify the 'as is' and the 'to be'.	ORG003/02	Completed	Short	01/11/2022	30/05/2023
			Create process whereby Planning Officers upload documentation to the system instead of Business support (formerly planning support) to create more efficient use of resource. New process to include development of a consistent labelling system that is clear to all.	ORG003/03	Completed	N/A	N/A	N/A
			Explore possibility of online booking service. Develop and implement as appropriate.	ORG003/04	Completed	Short	01/07/22	30/11/2022
			Develop and implement an integrated approach that is seamless for the customer.	ORG003/05	Completed	Short	01/07/22	30/11/2022
ORGANISATIONAL 004	Completed	a) The Planning Service and HR consider pathways to promotion and development thresholds for career development based on work experience and qualifications. b) The Planning Service and HR review with trade unions and staff the range of acceptable qualifications and type of work experience relevant to becoming a Planner or career development within the Service.	Hold discussion with HR to scope potential for alternative thresholds for career development within the service. Include discussion with Trade Unions when appropriate.	ORG004/01	Completed	Short	01/08/2022	30/09/2022
			Re-assess criteria and requirements within existing grading structure, with the intention to streamline and strengthen (removing unnecessary barriers to career progression).	ORG004/02	Completed	Short	01/08/2022	30/09/2022
			Benchmark with other Local Authorities to learn from best practice and determine whether the career grading thresholds at West Lancashire are fit for purpose.	ORG004/03	Completed	short	01/08/2022	30/09/2022
			Develop a range of approaches which seek to retain people within the organisation, including exploring the opportunity for a career graded system based on qualification and experience. Gain approval and implement as appropriate.	ORG004/04	Completed	short	01/08/2022	30/09/2022
ORGANISATIONAL 005	Completed	The Planning Service enable staff to gain experience across all divisions and develop a mutual exchange programme with other LA's.	Continue current internal programme whereby a range of staff are gaining experience in other areas of the service and expand programme where appropriate.	ORG005/01	Completed	N/A	N/A	N/A
			Create template to showcase which staff have gained experience in which areas.	ORG005/02	Completed	N/A	N/A	N/A
			Long term objective to develop in conjunction with other authorities in the local area.	ORG005/03	Completed	N/A	N/A	N/A
ORGANISATIONAL 006	Completed	Financial Services and the Planning Service review the processes, audit tracking mechanisms for determining the level of	Confirm with Finance that the new 2021-22 mechanism for determining the level of CIL/ infrastructure payments is in place and working effectively.	ORG006/01	Completed	N/A	N/A	N/A

		CIL/infrastructure payments to be paid and collected.	Review the mechanisms if required.	ORG006/02	Completed	N/A	N/A	N/A
BUSINESS SUPPORT & CUSTOMER SERVICES								
BUS SUPPORT 001	In progress	A subject and volume analysis of back office calls to Planning including failed attempts be carried out.	Determine whether the data required is currently available and if not determine approach to begin to gather it.	BUS001/01	In progress	Medium	01/05/2023	31/08/2023
			Undertake analysis of calls via statistics gathered, based on subject and volume.	BUS001/02	In progress	Medium	01/05/2023	31/08/2023
			Undertake process mapping to re-assess work flows to full capacity in Uniform.	BUS001/03	In progress	Medium	01/05/2023	31/08/2023
			Investigate the 'failed attempts' of calls to analyse why and develop an appropriate solution.	BUS001/04	In progress	Medium	01/05/2023*	31/08/2023*
BUS SUPPORT 002	In progress	The council consider carrying out a full business mapping process exercise of a planning process that focuses on complexity, risk, customer pathways and income generation.	Investigate current customer pathways to analyse the quantity and journey made. Look at the high level journeys to showcase opportunities to improve service delivery.	BUS002/01	In progress	Long	01/01/2024	31/03/2024
			Focus on re-developing the high level journeys to showcase opportunities to further improve service delivery.	BUS002/02	In progress	Long	01/01/2024	31/03/2024
			Identify simple ways to improve service to customers.	BUS002/03	In progress	Long	01/01/2024	31/03/2024
IT INFRASTRUCTURE								
IT INFRASTRUCTURE 001	Completed	West Lancs should if possible novate the contract with IDOX from BTLS in order to benefit from a more direct contractual relationship	Check with Chris Walker if the contract has been novated. The contract was novated on 1st April.	IT001/01	Completed	N/A	N/A	N/A
			Check the date of contract renewal (3 year contract until 31/03/2024).	IT001/02	Completed	N/A	N/A	N/A
IT INFRASTRUCTURE 002	In progress	Engage with IDOX to undertake a full audit of the use of the planning system as well as provide a cost/benefit analysis of on premise v hosted delivery.	Via the user group - discuss with other councils which options work best (on premise or hosted delivery.)	IT002/01	In progress	Long	01/04/2023	31/03/2024
			Produce a report with the current issues and possible options, including undertaking full audit (if required)	IT002/02	In progress	TBC	TBC	TBC
IT INFRASTRUCTURE 003	In progress	Establish a user group of district councils that utilise the same systems to provide collective leverage that focuses on sharing operational practices; intelligence, problems and workaround solutions to system applications, pilot test updates and sign off regardless of whether the management of IT systems are externalised.	Discuss with user group if possible to jointly procure IDOX. Investigate practicalities of developing a system that works for everyone.	IT003/01	In progress	Short	01/01/2023	28/02/2023
IT INFRASTRUCTURE 004	In progress	a) Following the audit, West Lancs should commission a formal programme of training on the Uniform system for all planning and Business support staff (formerly Planning support). b) Identify lead officers from within other LA's who are familiar with IDOX Uniform and commission them to provide regular training for planners on a regional or bespoke basis.	Understand what tasks need to be completed in Uniform and the full range of functionality of Uniform. Consider both Business Support (formerly planning support) and planning use of Uniform/IDOX.	IT004/01	In progress	Medium	01/08/2022	31/08/2023
			Undertake training gap analysis (Kate Turner has access to both and the level of skills required.)	IT004/02	Completed	N/A	N/A	N/A
			Identify super users for the service, with advanced training (medium term goal)	IT004/03	Completed	N/A	N/A	N/A
			Explore arranging a training session - joint training session between Business support (formerly Planning Support) and planning.	IT004/04	In progress	Short	01/07/2022	31/12/2022
			Create "how to" training guides with consistent indexing system used by planning support.	IT004/05	In progress	Medium	01/08/2022	01/08/2023
IT INFRASTRUCTURE 005	In progress	WLBC should consider the need to upgrade display screen equipment for planning staff and within environments used for planning committee meetings	Obtain views of officers about what they require.	IT005/01	Completed	N/A	N/A	N/A
			Identify what equipment is currently being used.	IT005/02	Completed	N/A	N/A	N/A
			Identify who would like additional equipment.	IT005/03	Completed	N/A	N/A	N/A
			Identify what equipment is needed for onsite visits for planning committee and planning officers	IT005/04	In progress	TBC	TBC - Interdependency with SWOW Project	TBC - Interdependency with SWOW Project
			Identify budget for the equipment.	IT005/05	Completed	N/A	N/A	N/A
			Identify who is responsible for planning committee equipment (screens in the committee room and hand held devices)	IT005/06	In progress	TBC	TBC	TBC
IT INFRASTRUCTURE 006	In progress	IT facilities and access to the Idox case management system should be reviewed to enable Planning Support and Customer services to provide a wider range and deeper level of service	Identify which staff/teams can access planning systems and what they use it for	IT006/01	In progress	Short	15/11/2022	28/02/2023
			Investigate if customer services could get basic access to view information to support phone call enquiries.	IT006/02	Closed - no longer required	N/A	N/A	N/A
			Investigate how customers can get access to updates on where their case is up to. Provide instructions on how to use the system to find out information.	IT006/03	Completed	N/A	N/A	N/A
IT INFRASTRUCTURE 007	In progress	The look and feel of the Planning service web planning portal (Council webpage) requires fundamental change to facilitate the promotion of the Planning Service as part of the One Council Vision and to enhance customer access and understanding.	Scoping exercise - see what the functionality is on the current webpage and compare with other LA's.	IT007/01	Completed	TBC	TBC - Interdependency with the Website Redesign Project	TBC - Interdependency with the Website Redesign Project
			Hold workshop to look at the different options and which areas planning officers would like to implement/take forward.	IT007/02	In progress	TBC	TBC - Interdependency with the Website Redesign Project	TBC - Interdependency with the Website Redesign Project
			Identify a web champion within planning.	IT007/03	Completed	N/A	N/A	N/A
IT INFRASTRUCTURE 008	On target	a) IT systems should support the easy uploading of large files. b) The capacity of software and hardware be reviewed to enable easy downloads for large plans.	Produce/reinforce communications about the acceptable file types that can be submitted. Suggestion of the files being flattened before sending.	IT008/01	On target	TBC	TBC	TBC
			Link this with the action around asking people to submit applications via the planning portal.	IT008/02	On target	TBC	TBC	TBC
			Contact Legal Services to see if there are any issues with asking people only to submit through planning portal.	IT008/03	Completed	N/A	N/A	N/A
			Ensure clear signposting toward the portal on our website.	IT009/01	Completed	Short	01/08/2022	31/08/2022
			Explore the options for different types of payment.	IT009/02	In progress	Medium	01/06/2023 - TBC	30/08/2023 - TBC
IT INFRASTRUCTURE 009	In progress	The Planning Portal (MHLG) function, templates and financial transaction services should be assessed by Planning and Finance to determine which links may offer efficiency savings in monetary and work load transfer terms.	Assess whether only to allow BACS payments for payments over a certain value.	IT009/03	In progress	Long	01/12/2023	31/03/2024
			Discuss with Service Now how this could be used for pre-apps and have an interface with IDOX.	IT009/04	In progress	Long	01/12/2023	31/03/2024
			Investigate if Planning/Planning Support can procure or be allocated Service Now licences.	IT009/05	Completed	Short	01/08/2022	30/09/2022
			Ensure that microphones and screens work correctly in the chamber.	IT010/01	Completed	N/A	N/A	N/A
IT INFRASTRUCTURE 010	In progress	a) The Council ensure that IT can support virtual site assessments and presentations to the Planning Committee. b) The Planning Service ensure its IT capabilities enable virtual site assessments to support Enforcement, Development and Policy review.	Look at what technology is required for members to use and arrange procurement.	IT010/02	In progress	Short	01/01/2023	31/03/2023
			Ensure that members are trained in the use of their IT equipment.	IT010/03	In progress	Short	01/01/2023	31/03/2023
			Coordinate a standardised approach for an appointment booking system with all planning officers.	IT011/01	Completed	N/A	N/A	N/A
IT INFRASTRUCTURE 011	Completed	An appointment system be introduced for Members enquiries with casual attendance at the planning office discouraged.	Produce communications to explain the new appointment booking process. To include comms to members and team.	IT011/02	Completed	N/A	N/A	N/A
			Comms with the team to ensure the new approach works.	IT011/03	Completed	N/A	N/A	N/A
			Implement the new standardised booking system approach.	IT011/04	Completed	N/A	N/A	N/A
			Implement and monitor new process	IT011/05	Completed	N/A	N/A	N/A

IT INFRASTRUCTURE 012	On target	The hardware available to Members and Officers with particular reference to visual presentations be reviewed.	Engagement to find out what the members would appreciate in terms of equipment.	IT012/01	On target	Short	01/01/2023	31/03/2023
			Obtain costings and look at the different options for equipment.	IT012/02	On target	Short	01/01/2023	31/03/2023
IT INFRASTRUCTURE 013	On target	a) The issues around IT and understanding of its capabilities and limitations be addressed as outlined below. b) Given the current challenges impeding site visits the Planning Service consider how an interactive technical solution can be provided to Members and on line to the public.	Check what is required by law for information shown on drawings.	IT013/01	Completed	N/A	N/A	N/A
			Look at the validation process - update instructions/advice for submitting plans - to include measurements.	IT013/02	On target	Medium	01/04/2023	30/11/2023
			For more complex schemes agents to submit more detailed drawings.	IT013/03	Completed	N/A	N/A	N/A
PLANNING PORTAL (WLBC WEBSITE)								
PORTAL 001	Completed	The Planning Service remove all redundant documents from the Web Portal and validate that embedded links actually function.	Currently two validation checklists on website. Old version to be removed.	PORT001/01	Completed	N/A	N/A	N/A
			SPD's to be reviewed and old ones removed/ archived as appropriate.	PORT001/02	Completed	N/A	N/A	N/A
PORTAL 002	Completed	The SCI's role as a critical tool for community engagement, education and promotion of the Councils reputation be reflected in the Planning Web Portal with an appropriate explanation that is more than a short link.	Appropriate explanation of the SCI's role developed and uploaded to Portal.	PORT002/01	Completed	N/A		
COMMUNICATIONS								
COMMS 001	Completed	The Planning Service consider how the current West Lancs website referencing Enforcement links can be improved to reflect the Councils Vision and Values, public access, understanding and external sources of advice including links to the Planning Portal.	Review the enforcement content on the website and the contact details that are provided.	COM001/01	Completed	N/A	N/A	N/A
			Benchmark against other websites from LAs.	COM001/02	Completed	TBC	TBC - interdependency with Website Redesign Project	TBC - interdependency with Website Redesign Project
			Design the new content.	COM001/03	Completed	TBC	TBC - interdependency with Website Redesign Project	TBC - interdependency with Website Redesign Project
			When new policies/information are developed ensure this is uploaded.	COM001/04	Completed	TBC	TBC - interdependency with Website Redesign Project	TBC - interdependency with Website Redesign Project
COMMS 002	On target	The Planning Service and Corporate Communications engage in a plain English review and communication strategy for Enforcement within the context of the law, planning policy and the Council's Vision and Priorities mission statement.	Look at how other LAs explain and communicate the key messages.	COM002/01	Completed	TBC	TBC - interdependency on Website Redesign Project	TBC - interdependency on Website Redesign Project
			Comms campaign to stress that WLBC will enforce planning regulations. Zero tolerance on abuse of officers. On website and all external communication. Review the current statement on the website regarding vexatious complaints. (Links to the Customer Feedback Policy)	COM002/02	On target	Medium	01/03/2023	30/11/2023
			Create link to the Corporate Complaints Policy (now called the Customer Feedback Policy)- complaints about decisions do not come under the Corporate Complaints Procedure.	COM002/03	On target	Short	01/01/2023	31/03/2023
COMMS 003	On target	The Planning Service and Corporate Communications devise a periodical promotional campaign of the benefits of the Pre Application Advice Service.	Identify budget for the campaign.	COM003/01	On target	Long	01/11/2023	31/01/2024
			Devise promotional campaign using a range of measures - website, Parish Councils, posters in key venues, such as DIY stores etc.	COM003/02	On target	Long	01/11/2023	31/01/2024
COMMS 004	In progress	The Planning Service ensure that embedded links in web documents actually function.	Check links associated with planning are functioning.	COM004/01	Completed	N/A	N/A	N/A
			Explore feasibility of a digital request to LCC to create a table of contents page. Obtain costs/timescales.	COM004/02	Completed	N/A	N/A	N/A
			Resolve any issues with links in website documents that are identified.	COM004/03	Completed	N/A	N/A	N/A
			Identify top 10 most used planning webpages on our website.-	COM004/04	In progress	TBC	TBC - interdependency on Website Redesign Project	TBC - interdependency on Website Redesign Project

			Review and update top 10 most used planning webpages on our website.	COM004/05	In progress	TBC	TBC - interdependency on Website Redesign Project	TBC - interdependency on Website Redesign Project	
COMMS	005	Completed	All out-dated planning documents be removed from the councils Web Portal and time of last review dates be placed on all documents as a matter of course.	Remove outdated validation check lists from the website. Quick win.	COM005/01	Completed	N/A	N/A	
				Add updated guidance notes on the pre-app process (along with fee schedule) and the enforcement documents. Link to the Pre-app and Enforcement actions. This is a duplicate and covered under PRE-APP 005 SO WILL BE CLOSED AND COVERED UNDER THE ABOVE ACTION.	COM005/02	Completed	N/A	N/A	
COMMS	006	In progress	The Planning Service and Corporate Communications reflect on how best to promote in the public eye the integrity of the Planning Service.	Create an FAQ document	COM006/01	In progress	Short	01/08/2022	31/10/2022
COMMS	007	Completed	It is good practice in relation social media sites where Council Officers and Members are maligned to demand the Administrator remove the postings.	When this happens, look to see if the person should be directly contacted, or sent to the service manager to comment.	COM007/01	Completed	N/A	N/A	
				Take the communication away from social media to have direct conversation.	COM007/02	Completed	N/A	N/A	
COMMS	008	On target	The three service areas agree thresholds of access to case management systems to enable enhanced communications with the public on progress and annotations recording contact and response.	This action would be led by development management, business support and customer services. DEPENDENCY - availability of a suitable back office system.	COM008/01	On target	Medium	01/03/2023	30/11/2023
ELECTED MEMBER TRAINING									
MEMBER TRAINING 001		On target	a) Member Training be provided on the Enforcement Process with particular reference to prosecutions and retrospective applications. b) Democratic Services amend the Council's Constitution following agreement with Members to make formal training a condition of serving on the Planning Committee. c) A workshop training module be developed for elected members and officers that covers the Pre-Application Advice Service Charging and Validation process. d) The Planning Service in conjunction with the Planning Committee prioritise key areas of training that are essential to their role including the role of Officers in presenting Reports and recommendations.	Identify what the annual training includes.	MEM001/01	On target	Short	01/08/2022	31/01/2023
				Undertake gap analysis to find out what the training should include.	MEM001/02	On target	Short	01/08/2022	31/01/2023
				Design bitesize courses for members.	MEM001/03	On target	Short	01/08/2022	31/01/2023
				Develop a booklet/guide on the planning process/ FAQs - link with the enforcement plan	MEM001/04	On target	Short	01/08/2022	31/01/2023
				Organise one training session which covers this criteria and Elected Member 002.	MEM001/05	On target	Short	01/08/2022	31/01/2023
				Take the suggestion to member development commission.	MEM001/06	On target	Short	01/08/2022	31/01/2023
MEMBER TRAINING 002		On target	a) The Council's Constitution be amended to ensure newly elected or appointed Members to the Planning Committee may attend with Observer Status until training is provided. b) Party Leaders consider whether training for all members on Planning be mandatory.	Benchmark against other local authorities e.g. Wigan Council.	MEM002/01	On target	Short	01/08/2022	31/01/2023
				Terms of reference for the planning committee would need to be amended to say that training is mandatory.	MEM002/02	On target	Short	01/08/2022	31/01/2023
				Terms to reference taken to member development	MEM002/03	On target	Short	01/08/2022	31/01/2023
				Taken to planning committee	MEM002/04	On target	Short	01/08/2022	31/01/2023
				Pre-meet with the Leaders prior to any reports being submitted to Cabinet.	MEM002/05	On target	Short	01/08/2022	31/01/2023
				Take to Council for approval.	MEM002/06	On target	Short	01/08/2022	31/01/2023
MEMBER TRAINING 003		On target	Democratic Services build into Members Annual diary provision for several training modules including Enforcement, Pre-Application Advice and Validation on Planning for all Members.	Planning Team to determine the possible dates.	MEM003/01	On target	Short	01/08/2022	31/01/2023
				Once training identified liaise with Member Services to get the dates built in.	MEM003/02	On target	Short	01/08/2022	31/01/2023
				Prior to training session, an email to be sent out to all members.	MEM003/03	On target	Short	01/08/2022	31/01/2023



COUNCIL: 19th July 2023

CABINET: 27th June 2023

**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE: 15th June
2023**

**AUDIT & GOVERNANCE
COMMITTEE: 30th May 2023**

Report of: Head of Finance, Procurement and Commercial Property

Relevant Portfolio Holder: Councillor R Molloy

**Contact for further information: Name Catherine Kirwan (Extn. 3273)
(E-mail: catherine.kirwan@westlancs.gov.uk)**

SUBJECT: Procurement Policy

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To set out details of the proposed Procurement Policy

2.0 RECOMMENDATIONS TO AUDIT AND GOVERNANCE

2.1 That they consider the Procurement Policy and recommend to Council that the Procurement Policy is noted and approved.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

3.1 That they consider the Procurement Policy and recommend to Council that the Procurement Policy is noted and approved.

4.0 RECOMMENDATIONS TO CABINET

4.1 That they consider the Procurement Policy and recommend to Council that the Procurement Policy is noted and approved.

4.0 RECOMMENDATIONS TO COUNCIL

4.1 That the Procurement Policy is noted and approved.

- 4.2 That authority is given to Head of Finance, Procurement and Commercial Property to make and approve changes to the Procurement Policy to reflect any changes to Law or Regulatory Guidance with no further reference to Council.
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5.0 BACKGROUND

- 5.1 Following an Internal Audit Recommendation it was identified that the Procurement function would move to a centralised delivery model.
- 5.2 To support this move it is imperative that procedures and processes are reviewed. The proposed Procurement Policy will provide an overarching framework to promote compliance, to rules and regulations, principles of public procurement and councils visions and priorities.

6.0 CURRENT POSITION

- 6.1 The procurement service has historically been an advisory service and therefore previous policies and procedures need to be reviewed and updated to reflect the change to the service delivery model.
- 6.2 The Procurement Policy has been developed in line with the Community Wealth Building Strategy and will encompass the foundations of the strategy and the need to drive Value for Money in all Council expenditure.
- 6.3 The Procurement Policy will provide an overarching framework to enable officers to comply to the internal Contract Procedure Rules and relevant external rules and regulations, the principles of public procurement and the councils visions and priorities.
- 6.4 The relevant guidance and procedures will compliment the policy in enabling officers to comply with the policy whilst making it easy to update these documents in line with changes to the law, rules and regulations and the council's visions and priorities.
- 6.5 The introduction and implementation of the Policy and associated guidance will mitigate the risk of non-compliance to the relevant laws, statutory guidance, internal rules and regulations and ensure all procurement activity is done so whilst upholding the principles of public procurement.

7.0 SUSTAINABILITY IMPLICATIONS

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

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

8.1 There are no significant financial or resource implications arising from this report that existing budget provisions cannot accommodate.

9.0 RISK ASSESSMENT

9.1 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.

10.0 HEALTH AND WELLBEING IMPLICATIONS

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

Background Documents

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

Equality Impact Assessment

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. Proposed Procurement Policy
2. Equality Impact Assessment
3. Minute - Audit & Governance Committee 30 May 2023



Procurement Policy

May 2023

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1. Purpose and Context

1.1 Purpose

This document sets out the policy for Council officers to follow when purchasing works, goods and services on behalf of West Lancashire Borough Council. The policy should be followed alongside the associated guidance documents that form the Council's Contract Procedure Rules.

This policy is designed to ensure effective procurement processes are followed to ensure we achieve maximum value for money, social value and increased efficiencies in line with the Council's relevant Economic Strategy. We will adopt a transparent, competitive and fair approach to procurement whilst ensuring compliance to all statutory and regulatory requirements.

This policy is designed to ensure an appropriate and proportionate approach to procurements for all levels and types of spend. All officers involved in procurement activity are responsible for ensuring they are familiar with and adhere to this policy and associated guidance and procedures.

1.2 Objectives

The objectives of this policy and associated guidance and procedures are:

- To provide clear guidelines and methods by which West Lancashire Borough Council procures and contracts for services, goods and works.
- To establish a clear process for selection and award criteria for the appointment of contractors and suppliers
- To achieve the key procurement principles:
 - Delivering value for money;
 - Maximising public benefit;
 - Sharing information for the purpose of allowing suppliers and others to understand the authority's procurement policies and decisions;
 - Acting, and being seen to act, with integrity.

1.3 Legal Context

This policy has been developed to help West Lancashire Borough Council comply with a range of statutory and regulatory requirements. They include:

- Public Contract Regulations (2015)
- Utilities Contract Regulations (2016)
- Concessions Contract Regulations (2016)
- Public Procurement Regulations (2016)
- Equality Act (2010)
- Public Services (Social Value) Act (2012)
- Local Government Transparency Code (2015)
- The Procurement Bill (to be called Procurement Act 2023)

1.4 Code of Conduct

All West Lancashire Borough Council officers engaging in procurement activity shall be aware of this policy and associated legal Acts and Statutory requirements when undertaking any procurement activity.

2. Procurement Planning and Methods

2.1 Procurement Planning

It is essential to allow sufficient time to effectively procure services, goods and works to ensure:

- We achieve the right outcome;
- We achieve the best Value For Money for the Council;
- The correct and necessary authorities for the planned procurement are in place;
- A clear understanding of the available budget to deliver the service being tendered for.
- Meaningful and appropriate pre-tender market engagement;
- Development of well-considered, sufficiently detailed tender specifications and briefs;
- Adherence to legal requirements for all necessary notices and advertising;
- Consideration to identify relevant and appropriate social value requirements;
- Identification of key stakeholders and any impact the planned procurement may have on other services, departments and customers;
- Informed decisions regarding the route to market and appropriate procurement method to be utilised.

Typically, from the identification of the need to procure to contract award the process can take from 6-9 months for simple unmodified rebuy procurements to 18-24 months for a new, strategic and complex procurement.

2.2 Methods of Procurement

There are various ways in which West Lancashire Borough Council can procure goods, services and works from framework call-offs to competitive tenders. It is essential that officers engage at the earliest possible opportunity and work through the procurement team to identify the most appropriate route to ensure the key procurement principles are met and compliance adhered to for the relevant rules, regulations and legislation.

West Lancashire Borough Council have set requirements that must be met by suppliers. Demonstration that these criteria are met will be assessed when considering the inclusion of tender submissions to the evaluation process or where appropriate when considering bidders to be invited to provide a tender submission.

The requirements include adequate insurance, financial checks and ethical considerations consistent with our values and priorities as a commercially minded authority.

2.3 Pre-Tender Process

The steps carried out at the pre-tender stage are essential and they provide the foundation for successful procurement by helping officers make fully informed decisions whilst ensuring we achieve the right outcome, within the required timescales whilst ensuring we achieve Value for Money.

Early market engagement is when the Council engages with potential suppliers prior to buying goods, services or commissioning works offering opportunity to the suppliers to inform decisions on the Specification whilst warming the market up to the future opportunity.

This process of gathering market intelligence is 'best practice' and officers must consider this step as part of the preparation process for all Council spend.

The early engagement will enable officers the opportunity to ask suppliers questions on important decisions or aspects which will help to refine the Specification. The process helps to gain a better understanding from the suppliers about what is possible and the solutions that are available to the meet the requirements of the service.

2.4 Tender Process

All tenders will follow the recommended process outlined in the procurement procedure based on the value and likely interest of the contract. Current UK thresholds are outlined in the procedure.

Upon confirmation of authority and budget a member of the procurement team will be assigned to the project and will guide and assist the contract owner through the required process.

All tenders will be based on a standard specification to ensure consistency of returned information and will follow the required process as outlined in the tender guidance which details the number of tenderers required, reporting, scoring and evaluation.

Tenders will be advertised via the e-tendering portal when appropriate, scoring matrices will be provided to ensure a consistent and fair approach to evaluation. Results will be weighted against price and quality. Within the quality weighting it is a legislative requirement that for all tenders over £25,000 a minimum of 10% should reflect social value. West Lancashire Borough Council officers will be required to set a higher figure for social value on appropriate tenders, specifically where price is not the most essential outcome of the tender.

West Lancashire Borough Council will make use of external frameworks where it is considered to add value to the procurement process.

Tender reports will be produced identifying the preferred bidder in line with the tender scoring criteria and the best value in terms of cost and quality.

When considering a contract, officers should adopt the whole procurement lifecycle of the contract ensuring due consideration is given to each of the stages identified below in the CIPS Procurement Lifecycle

(Source: www.cips.org/en-gb/knowledge/procurement-cycle/. Copyright CIPS 2014)



2.5 Typical Tender Timeframes

Stages 1 – 5 Pre-Tender

Simple / Re-buy Procurements

Typically, 10-14 weeks dependent upon the level of pre-market engagement to be carried out.

Complex/New Procurements

Typically, 12-20 weeks dependent upon the level of pre-market engagement to be carried out.

Stages 6-8 Tender

Simple / Re-buy Procurements

Typically, 8-16 weeks for an Open Procedure or Request For Quotation

Complex/New Procurements

Typically, 12-24 weeks dependent upon the route to market and regulatory notification requirements based on the value of the contract.

Stages 9 Contract Award and Implementation

For all Contracts/Procurements

Can take between 6-12 weeks depending on complexity of contract and which form of contract is utilised.

Stages 10-13 Post Tender

For all Contracts/Procurements

To be reviewed throughout the lifetime of the contract.

3. Contracts and Agreements

3.1 Form of Contract

Officers should make themselves aware of the contracting requirements set out in the [Financial Regulations, Scheme of Delegation and Contract Procedure Rules](#). These documents set out;

- The requirement to set out contract terms in writing,
- The authorised officer and process for execution of contracts for different thresholds,
- The form of contract which should be adopted for different types of contracts.

Where a contract is made wholly in writing, it can be structured in one of two ways:

- As a simple contract (sometimes referred to as an agreement under hand) which has a 6 Year limitation period;
- As a deed executed in so-called 'solemn form' (Under seal where applicable) which has a 12 Year limitation period.

3.2 Contract Terms

Contract terms will normally comprise of service specific terms, and West Lancashire Borough Council standard terms appropriate for the type of service, goods or works being procured.

Contract schedules are required to protect West Lancashire Borough Council from associated risks, they include, but are not limited to:

- Liabilities and Indemnities;
- Sub-Contracting;
- Insurances;
- Confidentiality and Data Protection;
- Payment Terms;
- Performance Measures;
- Dispute Resolution;
- Termination.

3.3 Contract Performance Management

Officers should utilise the WLBC Contract Risk [Matrix](#) when considering the approach that will be taken to manage and monitor performance. Appropriate Key Performance Indicators (KPIs) should be considered and incorporated prior to entering any procurement activity or agreements alongside the approach and defined in the contract terms / supplier agreements.

4. Supporting the Delivery of Council's Priorities

In all procurements over £25,000 officers must ask bidders to demonstrate what they will do to support the Council achieving its strategic objectives. Bidders should be signposted to the website with a link to the relevant page: [Council Vision and Priorities - West Lancashire Borough Council \(westlancs.gov.uk\)](http://www.westlancs.gov.uk)

5. Commitment to Climate Change Strategy and Action Plan 2030

All tenders should make reference to and where appropriate request suppliers to demonstrate how they will contribute to the [Council's Climate Change and Strategy Plan 2030](#).

The seven key priorities for action which should be considered are:

- Delivering a Carbon Neutral Council
- Sustainable Procurement
- Transport and Travel
- Residential buildings
- Commercial activity
- Community Action
- The Natural Environment

6. Commitment to Social Value and Community Wealth Building

Social value will be considered in the procurement activities of West Lancashire Borough Council in the following ways:

- All procurement activity should include relevant and proportionate social value requirements linked to the procurement activity.
- Where purchasing goods or services, social value will be considered within the tender specification, with an absolute minimum weighting of 10%, in most cases the figure will be higher.
- When producing the specification there is an expectation that local contractors or suppliers are able to bid wherever possible. West Lancashire Borough Council will take a pro-active approach to engaging and enabling local contractors or suppliers to ensure they are able to bid for opportunities.

Through the inclusion of social value in procurement opportunities West Lancashire Borough Council expect businesses and other organisations to contribute towards and support the council to deliver upon the following Community Wealth Building principles and objectives:

- Chosen suppliers will bring benefits for the West Lancashire economy and its people and contribute towards addressing wider social and environmental challenges;
- Engaging with and supporting local communities to improve the levels of employment, skills, health and well-being;
- Think about their own direct workforce and where possible, supporting those residents from more deprived parts of West Lancashire into employment opportunities;
- Suppliers should think about their own supply chains for the delivery of the contract and demonstrate the extent to which their own suppliers and sub-contractors are based in West Lancashire;
- Suppliers should think about social value and demonstrate how in addition to the delivery of the contract they are going to deliver a range of other benefits for the West Lancashire economy and its people and in turn address social and environmental challenges.

7. Exemptions to Contract Procedure Rules

In exceptional circumstances, a waiver of certain [Contract Procedure Rules](#), Relevant Legislation or Regulatory Guidance may be required in order to achieve the Council's aims. All applications for waivers must be fully justified and advice must be sought from Procurement and Legal to assist in the decision making process.

Such special circumstances would include

- only one company makes the product which the Council wishes to purchase and no other product is a reasonable substitute
- a recent tender exercise has shown that one supplier/contractor provides significantly better value than anyone else for the product/work in question
- urgency, resulting from circumstances beyond the Council's control, means that there is insufficient time to obtain tenders in accordance with the procedures set out in Contracts Procedure Rules.

Officers are advised:

- No discussions should be held with suppliers until such advice has been sought.
- Exemptions cannot be granted retrospectively (after non-compliance to CPRs has occurred).

Offers requesting an exemption must complete the [Exemption Form](#) and send to the Procurement and Contracts Manager. Please allow 2 working days for Procurement to review the request.

8. Monitoring and review

All procurement exemptions authorised will be reported quarterly to the Audit and Governance Committee.

This policy will be reviewed every 3 years by the Procurement Team.

All budget holders should ensure that anyone given authority to spend is aware of and supported to ensure compliance with the procurement policy.

Equality Impact Assessment Form



Corporate Services: Transformation Housing and Resources	Service: Finance, Procurement and Commercial Property
Completed by: C Kirwan	Date: 16th May 2023
Subject Title: Procurement Policy	
1. DESCRIPTION	
Is a policy or strategy being produced or revised?	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed?	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned?	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations)?	No
Details of the matter under consideration:	The approval of a Procurement Policy
<p><i>If you answered Yes to any of the above, go straight to Section 3</i></p> <p><i>If you answered No to all the above, please complete Section 2</i></p>	
2. RELEVANCE	
Does the work to be carried out impact on service users, staff, or Councillors (stakeholders):	<i>*delete as appropriate</i>
<p>If yes, provide details of how these impacts on service users, staff, or Councillors (stakeholders):</p> <p><i>If you answered Yes go to Section 3</i></p>	
<p>If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups:</p> <p><i>You do not need to complete the rest of this form.</i></p>	
3. EVIDENCE COLLECTION	
Who does the work being carried out impact on, i.e., who is/are the stakeholder(s)?	The policy potentially impacts on WLBC Contract Managers and Suppliers.
If the work being carried out, relates to a universal service, who needs or uses it most? (Is there any group affected more than others)?	See Above.

Which of the protected characteristics are most relevant to the work being carried out?	
Age	No
Gender	No
Disability	No
Race and Culture	No
Sexual Orientation	No
Religion or Belief	No
Gender Reassignment	No
Marriage and Civil Partnership	No
Pregnancy and Maternity	No
4. DATA ANALYSIS	
In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?	The policy will be applied to all procurement activity within the Council.
What will the impact of the work being carried out be on usage/the stakeholders?	The implementation of the policy is likely to enable the best outcome for Contract Managers whilst ensuring Value for Money.
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?	N/A
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?	N/A
If any further data/consultation is needed and is to be gathered, please specify:	N/A
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with protected characteristics (either positively or negatively or in terms of disproportionate impact)?	N/A
6. CONSIDERING THE IMPACT	
If there is a negative impact, what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g., legislative, or financial drivers etc.).	No Negative Impact

What actions do you plan to take to address any other issues above?	No further actions on equality impact need to be taken.
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	The EIA will be reviewed in line with the review of the Policy.

MINUTE OF AUDIT & GOVERNANCE COMMITTEE - 30 MAY 2023

PROCUREMENT POLICY

The Head of Finance, Procurement and Commercial Property submitted a report asking Members to consider the proposed Procurement Policy.

The Chairman invited the Procurement Manager to present the report.

Members asked about who monitored the service and what penalties were built into tenders and contracts. The Procurement Manager explained that the Head of Finance, Procurement and Commercial Property was now her direct line manager and that they worked closely with Legal Services to build in robust rectification processes. Any exemptions had to be signed off by the Chief Operating Officer, who had the final say.

The Committee considered the Procurement Policy as contained on pages 629-645 of the Book of Reports, which had been presented to Members.

RESOLVED: That the Committee recommend the Procurement Policy to Council to be noted and approved.



**EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE: 15th June
2023**

CABINET: 27th June 2023

Report of: Chris Twomey: Corporate Director of Transformation, Housing and Resources

Relevant Portfolio Holder: Councillor R Molloy

**Contact for further information: Lisa Windle (Extn. 5205)
(Email: Lisa.windle@westlancs.gov.uk)**

SUBJECT: RESULTS OF CITIZEN SURVEY 2022

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To share the action plan developed through the cross organisational officer Task & Finish Group, following the analysis of the Citizen Survey 2022.

2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

2.1 That the report be noted and any agreed comments be referred to Cabinet for consideration.

3.0 RECOMMENDATIONS TO CABINET

3.1 That any agreed comments from the Executive Overview & Scrutiny Committee be considered.

3.2 To agree the action plan.

4.0 BACKGROUND

4.1 The last Citizen Survey took place with the results being shared with Executive Overview & Scrutiny Committee and Cabinet. At the executive Overview & Scrutiny meeting, a recommendation was made that the committees' comments

be passed to the officer Task & Finish Group and the findings of the group activities and the action plan be presented to a future meeting.

- 4.2 At the Cabinet, it was resolved that the future actions which included:
- sharing the data with relevant partners to inform their future delivery.
 - data be shared with Senior Managers to help shape operational delivery and service plans.
 - An officer Task & Finish Group be established to develop and action plan to identify and progress key outcomes to improve customer satisfaction with services provided by the Council and partner agencies.
 - A communication plan be developed to demonstrate the Task & Finish Group activities and outputs.

5.0 CURRENT POSITION

- 5.1 The Task & Finish Group have developed the action plan as agreed. Action plan at appendix 1.
- 5.2 Lancashire County Council has provided and committed to the delivery of actions as set out in appendix 2.
- 5.3 Following approval by Cabinet, a communication plan will be developed.

6.0 SUSTAINABILITY IMPLICATIONS

- 6.1 There are no significant sustainability impacts associated with this report and no significant impact on crime and disorder. The activities detailed in the action plan will progress key outcome to improve satisfaction with services provided.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 There are no significant financial or resource implications arising from this report as all activities will be undertaken and delivered within existing resources.

8.0 RISK ASSESSMENT

- 8.1 Should the action plan not be progressed and actions delivered, there is a risk of reputational damage. To mitigate this risk, key actions and milestones of the action plan will be monitored by the Customer Engagement Team and will be reviewed and monitored by the working group. This will enable us to drive value for money and shape services we deliver to our customers.
- 8.2 The actions referred to in this Article are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant risk registers.

Appendices

1. CITIZEN SURVEY 2022 – 23 ACTION PLAN
2. Minute – Executive Overview & Scrutiny Committee – 15 June 2023 (Cabinet Only 27 June 2023)

CITIZEN SURVEY 2022-23 ACTION PLAN

Citizen Theme	Actions	Accountable Team	Completion Date
New housing developments, infrastructure, use of greenbelt land and number of multi-occupancy student homes	The updated Local Plan will include detailed information on housing development and infrastructure and will provide residents with the opportunity to supply feedback through significant local consultation.	Planning Services - Strategic Planning Team	July 2025
Lack of investment in some towns to attract more amenities and to improve current amenities	Funding from Lancashire County Council will continue to support infrastructure works within Ormskirk Town Centre and Ormskirk Bus Station to improve and regenerate the area for residents and visitors. Phase 1 of the town centre has been completed and Phase 2 is currently being explored and planned. Consultation on the leisure facilities is complete and we are in the process of considering a further levelling up bid for 2 new leisure facilities in Ormskirk and Skelmersdale to enhance and support health and well-being.	Economic Development and Regeneration	Anticipated start date for new builds is April 2024 m-subject to planning and affordability
Lack of investment in some towns	WLBC will benefit from £4.2 million of Government Funding via the UK Shared Prosperity Fund, that will be invested in domestic priorities and targeting funding where it is needed most: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life	Economic Development and Regeneration	Report to Cabinet Summer 2023

	chances across the Borough.		
Charges for garden waste subscription and brown bins	<p>As part of the 2023/24 Garden Waste communications plan emphasise the value and importance for recycling garden waste rather than land fill disposal.</p> <p>The cost for the service is £30 a year for an annual subscription and is collected throughout the year.</p> <p>The costs for this subscription remain the same and has not been increased for this financial year.</p> <p>To support the recycling of garden waste the Waste and Recycling Promotions Officer has undertaken several community events at the Concourse and Ormskirk Market.</p>	Waste Management Team	May 2023
Availability of litter bins/dog waste bins	The Clean and Green Team will update the litter bin/dog waste bins webpage with the criteria for new bins so that residents who request a new bin are aware of the locations/restrictions of where new bins can be placed.	Clean and Green Team	Complete
Volume of litter in streets and green spaces	<p>We have introduced a checking schedule to attend every street once a fortnight. We have appointed 6 teams who will review their nominated area.</p> <p>We support volunteer litter picking groups and have recently supported the Keep Britain Tidy Great British Spring Clean in March this year. This is promoted through Digital Communications before and during</p>	Clean and Green Team	Complete

	<p>the campaign.</p> <p>The Waste and Recycling Promotions Officer and the Environmental Enforcement Team support community groups and schools in delivering educational presentations to children that are targeted at the appropriate age group. At present we undertake school visits on average every 6 – 8 weeks.</p>		
<p>Fly tipping and the avoidance of paying bulky waste collection fees</p>	<p>Awareness campaign on how to report fly tipping and the value/benefits of the Council's bulky waste collection service. In April 2022 the Environmental Enforcement Team was increased by 50% with the addition of a new Environmental Enforcement Officer which increased the presence of Environmental Enforcement Officers within the community to tackle fly tipping and issue Fixed Penalty Notices for fly tipping. The costs for Fixed Penalty Notices have not increased.</p> <p>The bulky waste collection service was expanded in in 2021 from a 3 day collection service to a 5 day collection service. There has been no increase in charges for bulky waste collections however, the service do charge separately for white goods to be collected. This is received well by residents and is utilised daily. We have a steady</p>	<p>Clean and Green Team</p>	<p>May 2023</p>

	number of collections being booked up to 2 weeks in advance.		
Street cleaning rota's	We have revised a 16–18-week schedule down to 12 weeks throughout the Borough. We will ensure high footfall areas, such as Ormskirk town centre are cleansed daily times per day. We have also introduced HGV training for more staff to use road sweepers and 2 Operatives have recently passed their HGV training and are deployed appropriately across the borough.	Clean and Green Team	Complete
Potholes and road maintenance	Communications to add link to "the County Council" on the front page of the Council website	Communications Team	May 2023
Grass cutting including sports fields needs to increase	<p>The Service currently works to a Public Realm Agreement with Lancashire County Council to undertake 8 cuts per year on highway verges and open spaces.</p> <p>Clean and Green liaise regularly with Lancashire County Council on the delivery of grass cutting scheduling. A formal annual review meeting of the delivery of the Public Realm Agreement is undertaken on an annual basis</p> <p>Blaugate and Liverpool Road sports pitches are cut on a higher frequency and receive 10 cuts per season.</p> <p>Sheltered Accommodation receives 12 cuts</p>	Clean and Green Team	Complete

	per season.		
Overgrown trees and hedges blocking signs and causing blind spots	Agreed continual audit by all team members and will continue to liaise and engage with LCC in raising any signage issues.	Clean and Green Team	Complete
Anti-social behaviour/drug use	Awareness campaign on how to report ASB and continue to support strong relationships with community safety partnership.	Communications Team/Community Safety Officers	May 2023
	We have joined Resolve and commissioned them to review the policy and procedures for housing and to undertake some case reviews and feedback any changes/improvement plan.	Housing Team	Complete
	We have our Needs Risk Assessment in place, new tenants will be categorized as a RED (support required) or GREEN (no support required) following the outcome of an assessment by the Lettings Team. One of the questions on the pro-forma relates to drugs/alcohol and the purpose of completing the pro-forma is to help new tenants sustain their tenancy and signpost them to the relevant agencies for support if they give permission. This process has been set up so we can identify any issues before the tenancy	Housing Team	Complete

	<p>starts. Neighbourhoods also work closely with drug/health agencies on specific cases and officers attend multi-agency meetings on a regular basis to discuss certain cases.</p> <p>Review of ASB Policy procedures and maintain estate inspections with partners and residents to identify potential issues for tenants</p>	Housing Team	January 2024
Requests for better leisure facilities	<p>Leisure Transformation Project. Public consultation is complete.</p> <p>Planning application will be submitted for the Skelmersdale and Ormskirk development in June 2023. Options for Burscough Racquets and Leisure Centre are being considered.</p> <p>Once plans agreed communication plan will developed.</p>	Leisure Team	Consultation exercise for residents to feed back
Limited play areas for children	<p>The Council will be undertaking a Borough wide play area review this year to assess current/future provision</p> <p>Since last year we have opened mountain bike circuit.</p> <p>Tawd Valley Paly Area is opening imminently – May 2023</p>	Rangers	March 2024
Lack of activities for young people	<p>Awareness campaign to promote the many initiatives for young people in the Borough</p> <p>Activities have been provided at swimming</p>	Leisure Team	May 2023 - ongoing

	<p>pools and gyms for young people on a Sunday evening in partnership with Serco our current Leisure Management Contractor. There has been a positive uptake of this with numbers exceeding 100 on a regular basis with police reporting a reduction in ASB. Serco also runs a programme of gymnastics for young people across the borough.</p> <p>Holiday Activity Food Programme continues during school holidays across all our leisure sites, in close partnership with suppliers such as Subway.</p> <p>Following the successful transfer of Beacon Café to Council operation, the many recent events over Bank Holiday weekends have encouraged use by families, young people and children of the on-site play facilities and attendance of attractions as provided by third parties.</p>		
Poor transport links	LCC have introduced the Skelmersdale Train Link bus service linking Skelmersdale to Kirkby Railway Station, to link onto trains into Liverpool and Wigan, and into the Town Centre. Are working with Merseytravel linking a current Ormskirk to Southport service, via the Western Parishes, with the Ormskirk to St. Helens service, therefore supplying a new through service from Southport to Ormskirk to St. Helens.	Lancashire County Council	January 2023

	<p>Council are still exploring options for train links from Skelmersdale.</p> <p>This service will run to the new Headbolt Lane Station, in Kirkby, when open and it is anticipated through bus/rail ticketing will be made available.</p> <p>Also working with Arriva, as part of the BSIP, to introduce an evening and Sunday service on the current 310 bus service, Liverpool – Ormskirk – Skelmersdale, therefore giving Ormskirk and Skelmersdale better transport links</p> <p>New Wellbeing and Leisure Hubs will offer opportunities to link to existing cycle routes.</p> <p>Provision of safe cycle storage space at leisure locations and increased charging points in car parks at new facilities.</p> <p>Considering options to promote and create more awareness of the public transport services that are available across West Lancashire.</p>		<p>Summer 2023</p> <p>Complete</p> <p>2024/25</p>
Quality of street lighting	We continue raising and liaising with County Council on a regular basis to address the issues	Lancashire County Council	No Action
Congestion on the roads	The current policy is set out in appendix 1 –	Lancashire County	2025

	we will continue to influence and raise the profile of transport issues in the borough with LCC	Council	
Communication about Council services	To ask all Parish Councils and voluntary sector partners to share the monthly Engagement Brief which details important updates including cost of living support.	Customer Engagement/Comms	Complete
	To research and review opportunities and channels to reach digitally excluded communities following the cessation of the local free newspaper. This includes consideration of using Parish Council noticeboards and other community venues.	Customer Engagement/Comms	June 2023
	Increasing our digital comms – reviewing our strategy to increase communication and events through an events diary on our website and through social media.	Customer Engagement/Comms	August 2023
	Increase engagement with local businesses across the borough.	Business Engagement	Ongoing
User experience and navigation of the Council's website	The Council is currently undertaking a programme to develop a new Council website which will address the navigation issues.	Corporate and Customer Services	For launch 2024/25
Limited opportunity to supply feedback for non-digital customers	The Council will consider a range of feedback methods including face to face/paper surveys whenever applicable.	Customer Engagement/relevant Services	April 2023



**EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 15 JUNE 2023**

CABINET: 27 JUNE 2023

Report of: Corporate Director of Housing, Transformation and Resources

Relevant Portfolio Holder: Councillor R Molloy

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

SUBJECT: COUNCIL PERFORMANCE DELIVERY PLAN – Q4 2022/23

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 March 2023.

2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

2.1 That the Council's performance against the Council Plan for the quarter ended 31 March 2023 be noted and agree comments as appropriate.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance against the Council Plan for the quarter ended 31 March 2023 be noted following consideration of any agreed comments from Executive Overview & Scrutiny Committee.

3.2 That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Executive Overview & Scrutiny Committee on 15 June 2023.

4.0 CURRENT POSITION

4.1 Members are referred to Appendix A of this report detailing the quarterly performance in delivery of the Council Plan.

- 4.2 The Council Plan was agreed by Members in October 2020. No revisions were made to the Plan for 2022/23. The Plan provides clarity of purpose for the Council allowing efficient communication of its strategic direction with the public, stakeholders and staff. This in turn allows effective planning and prioritisation of work and supports transparency and accountability.
- 4.3 Services developed and timetabled the actions (the "We Will..." statements) to meet those priorities over the three years of the Council Plan. This covers a large amount of work over several years across a broad spectrum of services. The suite of indicators to support evidencing delivery during 2022/23 was agreed in March 2022.
- 4.4 Progress against the actions are summarised and provided in Appendix A along with quarterly reported KPIs, grouped by priority. Action progress is intended to provide information for those actions with activity of note, planned to conclude within the quarter or outstanding from previous quarters rather than an overview of all related work.
- 4.5 Delivery Plan at Appendix A refers to 44 items within the quarterly suite, 10 of which are 'data only' (no target). Of the 34 PIs with targets reported quarterly:

	Current Quarter	Previous Quarter	Current vs previous Quarter
Indicators meeting or exceeding target ('Green')	20	22	↓
Indicators narrowly missing target ('Amber')	7	4	↓
Indicators 5% or more off target ('Red')	6	6	-
Data not yet available	0	1	↑
Data that will not be provided (reason given in Appendix comments)	1	1	-

Data will not be provided for *WL132-c19 FTE working days lost due to sickness absence* (or for the 'data only' *WL165 % Staff Turnover Rate* not referred to in the table above) due to issues with transfer to new HR system. LCC is aware of the impact of this and are in the process of addressing the issue.

- 4.6 Performance plans are prepared by service managers for those performance indicators where performance is below the target by 5% or more for this quarter where they can improve performance. These plans (Appendix B) provide further narrative behind the outturn.
- 4.7 Although the purpose of this report is to comment on quarterly information, where available a reference on draft annual performance for KPIs is also given in Appendix A.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1 The information set out in this report aims to help the Council achieve its priorities and vision and should contribute to the sustainability of services and the borough as a whole. There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

7.0 RISK ASSESSMENT

- 7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers.

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.

8.0 HEALTH AND WELLBEING IMPLICATIONS

- 8.1 There are no health and wellbeing implications arising from this report. The Council Plan itself supports the improvement of health and wellbeing within West Lancashire.

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 Corporate Performance Delivery Report
Appendix B: Performance Plans

CORPORATE PERFORMANCE DELIVERY

Quarter 4 (January-March) 2022/23



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Progress on the Council Plan is evidenced through specific actions and indicators delivered by service and cross-organisation strategic plans.

ACTION STATUS

- Completed
- In Progress
- Check Progress
- Overdue




INDICATOR STATUS

- OK (within 0.01%) or exceeded ...
- Warning (within 5%)
- Alert (by 5% or more)
- Data only (no target)
- Awaiting data





LEAD SERVICE

FPCPS: Finance, Procurement and Commercial Property; CCS: Corporate and Customer Services; HSG: Housing Services ; ES: Environmental Services; PRS: Planning and Regulatory Services; WLP: Wellbeing and Place Services

Be a Financially Sustainable Council by 2023






Priority Actions			
We will...	Quarter delivery	Status	Lead
Review existing contract savings and work with suppliers to achieve economies of scale	The Procurement Team are now recording savings and efficiencies from tenders and contract renewals on a regular basis.		FPCPS
Maximise the value from existing assets and focus on value for money	All outstanding/scheduled rent reviews and lease renewals falling due by 31 March 2025 have been identified. A marketing strategy for general estate has been reviewed and several initiatives put into action. Requires focus/attention: A plan for each identified rent review or lease renewal being worked upon to reflect market and economic pressures. Action plan should be implemented by the end of May 2023.		FPCPS
Continuously develop, find better ways to do things and embrace new technology	Implemented new digital HR & OD induction checklist and flow to create visibility and reduce handoffs and a revised catch up form launched to aid consistency and performance monitoring. Developed digital storyboards for 3 neighbourhoods across West Lancashire built upon population health principles. Developed process mapping across Housing services to inform service improvement plan. Developed digital process mapping for corporate governance "current state" and "future state " to aid business continuity and the delivery of the new governance structure outcomes		CCS

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Be a financially sustainable Council by 2023 - KPIs										
Out of the 9 total KPIs within the priority, 7 are reported quarterly.										
Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.73	100.73	103.65	99.67	100.86	100.47	100.00		Q4 outturn is year to date; annual target of 100.00% was exceeded.	
TS11 % of rent loss through dwellings being vacant	1.18%	1.18%	1.06%	1.14%	1.04%	0.97%	1.1%		Q4 outturn is year to date; annual target of 1.1% was exceeded.	

Be a financially sustainable Council by 2023 - KPIs

Out of the 9 total KPIs within the priority, 7 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
E01 % rent loss through empty commercial properties available to rent	4.2%	4.2%	4.4%	4.7%	5.5%	6.4%	10%	↓	Q4 outturn is year to date; annual target of 10% was exceeded. Adverse trend now showing signs of easing particularly on industrial with vacant units under offer.	
R1 % of Council Tax collected	92.73%	92.73%	26.94%	52.28%	79.02%	93.79%	97.10%	↑	Q4 outturn is year to date; annual target of 97.10% narrowly missed Whilst under target, this is an improvement on last year. The service has collected £73.5m of the £78m liability raised for 2022/23 whilst also administering several government and local support packages for customers such as Energy Rebate, Discretionary Energy Rebate Scheme, and the Local Discretionary Energy Rebate Scheme.	
R3 % of Business Rates Collected (NNDR)	93.79%	93.79%	24.25%	57.42%	77.96%	95.78%	97.20%	↑	Q4 outturn is year to date; annual target of 97.20% narrowly missed Whilst under target, this is an improvement on last year. The service has collected circa £29m of the £30.4m liability raised for 2022/23 as well as administering the Covid-19 Additional Relief Fund for businesses (circa £1.8m).	
WL130 No. Service Now Customer Accounts	48,433	48,433	50,294	51,821	52,913	54,194		↑	Q4 outturn is year to date	
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	11.20	3.34	2.65	2.19	N/A	N/A	0.67	N/A	Continuing issues following the changeover of HR systems means that data is unavailable. This is being addressed by LCC colleagues and raised to senior level. Information will be provided in future reports when available.	N/A

Become a Greener West Lancashire

We will...	Quarter delivery	Status	Lead
Ensure all council buildings are operating to highest efficiency standards - insulation, design, and technology	Nearly £1.8m from the Social Housing Decarbonisation Fund was secured and will boost our work around energy efficiency, enabling us to target 250 houses in Skelmersdale. Our existing actions for managing damp, mould and condensation in our properties was reviewed and consolidated through a new Damp and Mould Strategy. Requires focus/attention: A stock condition survey was carried out by Saville's. The information will inform decisions about investment work in line with decarbonisation.		HSG
Support the development of green transport	Work continued on the additional 31 new electric vehicle chargepoints in 16 residential locations in Skelmersdale and Ormskirk during the quarter. 14 were installed by the end of March 2023 Requires focus/attention: Chargepoints were anticipated to be in place for the end of March. One site will be installed on 5 April 2023. The final installation at Moor Street is anticipated to be installed following the completion of the car park and will also be dependent on the energy supplier availability.		ES
Optimise the development of solar/wind farm investment	Requires focus/attention: We are still awaiting feedback from Homes England on a position on development clawback. This was anticipated at the end of March but remains pending.		FPCPS
Be a role model and lead good practice; develop a Climate Change Strategy and action plan	Priorities for 2023/24 from the Climate Change Strategy were approved by Cabinet in January and the Climate Change Officer took up post. Training on Climate impact and adaptation risks was provided to officers to help them understand climate change and the risks.		ES
Commit to maximising Council energy requirements from renewable sources	Electricity continued to be purchased from renewable electricity sources. A bid to the Public Sector Decarbonisation Scheme to support a de-carbonisation plan for Burscough Leisure Centre was unsuccessful however internal funding will investigated for potential use for the plan.		ES
Maximise the use of solar panels on Council owned buildings and housing stock	The Council's website was updated to give additional advice about the solar panel installation process and the team continued to engage with residents to explain how make the most of the electricity from the solar panels. Further work is planned in this area for 23/24		ES
Use green credentials to form part of our procurement selection criteria Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint	Staff sessions on the Climate Change strategy included information on sustainable procurement. The delayed Government's reform paper is now expected to be live in April 2024.		FPCPS/ ES
Increase the use of environmentally friendly products	The service area is fully staffed work is planned in this area for 23/24		ES
Optimise the Council fleet; increase route efficiency and maximise low emissions	A route efficiencies project that would help drive down costs as well as emissions is currently being picked up as part of the Waste Transformation work within the Our Futures transformation programme.		ES






We will...	Quarter delivery	Status	Lead
Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions	A project with Overview & Scrutiny to progress dual recycling points across the borough is underway.		ES
Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains	Policies requiring sustainable development will be embedded into the Local Plan development process and are currently underway.		ES
Enhance green spaces promoting diverse leisure uses and explore the option of developing an Eco Park	Access to green spaces were improved with a replacement bridge and upgraded paths at Abbey Lakes completed. Phased path improvements at Burscough Brick Pits underway helped with volunteers. 100m improvements completed and a further 75m to complete before winter 2023. Community Orchards project progressed with a community consultation. The response was overwhelmingly positive with the public wanting the short-listed sites to progress.		WLP

Become a Greener West Lancashire - KPIs

Out of the 6 total KPIs within the priority, 3 are reported quarterly.









Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES01 No. grass cuts undertaken on the highway between April-October	8	8	3	7	8	8	8		Q3 and Q4 outturn is year to date due to grass cutting period; annual target of 8 cuts was met.	
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	10	10	4	9	10	10	10		Q3 and Q4 outturn is year to date due to grass cutting period; annual target of 10 cuts was met.	
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	42.40%	39.50%	48.75%	46.25%	43.17%	41.15%	47.80%		Annual performance of 42% did not meet annual target of 47.8%. Quarters 3 and 4 are always more challenging due to a reduction in garden waste being produced by our residents. Whilst under target, this is still a comparatively good recycling rate given that we have just under 50% of residents subscribing to garden waste collection. The service is currently working at full capacity with no further resource to improve recycling. However, we continue to promote recycling and behaviour change to customers. Head of Service decision - no plan required as it will not improve future performance.	






Create empowered, engaged and inclusive communities

Priority Actions			
We will...	Quarter delivery	Status	Lead
<p>Adopt a best practice model of consultation</p> <p>Engage with communities when making key decisions</p>	<p>During the quarter views were sought on potential Community Orchards through the engagement portal and leaflet drops in the relevant areas. 153 survey responses (124 digital / 29 postal) and 28 expressions of interest (10 digital /18 postal) to get involved with the care of the orchards were received. We also supported the review of the Whole Council Elections leaflet and the Motion passed at Council to consult on Voter ID. We also carried out 9 face to face sessions in addition to consultation websites on the proposed Wellbeing and Leisure Hubs.</p> <p>Tenants were invited to give their views on the draft Housing Allocations Policy and for expressions of interest in joining Estate Walkabouts. They were also asked questions designed to measure tenant satisfaction with over 880 responses.</p> <p>A variety of methods including the consultation toolkit, Your Voice engagement portal, monthly Open Forum meetings (71 partners invited), and the Community Connector team are now in place across the Council to encourage feedback, information sharing and engagement with communities.</p>		CCS
Use Councillors' existing reach and influence to provide community feedback to shape decision making	Work continues on moving to the Committee System of governance May 2024. An all-Member training session for how a Committee structure operates was provided through MS Teams by the Centre for Governance and Scrutiny on behalf of the LGA.		LDS
Work with partners to develop a meaningful offer to support citizens to become digitally included	Following the conclusion to our external provision of digital training, a specification for procuring a more targeted face to face service for residents facing barriers to digital inclusion in 2023/24 is being progressed for scheduling on the Chest, a local authority procurement portal.		CCS
Build on and develop strengths within local communities	<p>Took on a student placement from Edgehill University to extend links with local further education. Events programme for coming year produced, published and promoted.</p> <p>We continue to support the thriving Friends of Tawd Valley volunteer group. Unfortunately the Friends of Coronation Park has disbanded. We have supported £76K successful grant applications for green space developments during the year including for the community room and its rain garden.</p> <p>Volunteers were supported with Keep Britain Tidy's Great British Spring Clean campaign through the loan of litter picking sticks and bags for rubbish.</p>		WLP/ ES
Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities	Asset mapping of West Lancashire's three localities is now complete including through engagement with residents and the VCFSE sector organisations. Analysis has been shared with partners to inform a place-based set of priorities (Skelmersdale initially due to highest inequalities). Further work will then be required to develop the action plan for each area/neighbourhood.		WLP

Create empowered, engaged and inclusive communities - KPIs








Out of the 7 total KPIs within the priority, 5 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL90 % of Contact Centre calls answered	87.8%	87.3%	92.6%	93.2%	94.7%	93.5%	88.0%	↑	Annual performance of 93.4% exceeded annual target of 88%	
WL108 Average answered waiting time for callers to the contact centre (seconds)	150	163	110	99	88	77	145	↑	Annual performance of 94s exceeded annual target of 145	
WL85a Website: no. visits	540,099	198,295	230,130	195,685	164,440	181,806		↓	Annual visits of 772,061 up on last year. Most popular in quarter: Planning applications, Pay a Bill, Council Tax and Refuse and Recycling	
WL85c Website: No. of payments processed online	72,380	13,171	22,711	14,416	15,338	14,629		↑	Annual payments of 67,094 slightly down on last year. Majority of payments are for Council tax and second highest service is housing rents	
WL131 No. Social Media Followers (WLBC FB, Twitter)	14,870	14,870	15,145	15,391	15,523	15,647		↑	Q4 outturn is year to date. Most popular posts were the By-Election Result, an appeal for residents to clean up after their dogs and Happy New Year message.	

Priority Actions			
We will...	Quarter delivery	Status	Lead
Continue to drive forward the community safety agenda	The delayed Serious Violence Crime Duty was introduced in January. West Lancashire CSP along with all Lancashire CSP's have agreed to adopt the Lancashire Violence Reduction Network (VRN) Needs Assessment and Serious Violence Strategy. There is no pressing requirement to produce a stand-alone serious crime action plan as the Home Office only require a plan to be in place by January 2024. However, West Lancs CSP as part of its completed Duty to produce a Community Safety Partnership Plan has included a Serious Violence Action Plan within this document.		PRS
Review WLBC/public estate land holdings	Report produced on Property and Land Review process.		FPCPS
Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company	The Tawd Valley Development Company Business Plan was approved at Council in February. Fairlie phased development is progressing. Shared Ownership and Rent to Buy Policies have been approved by March Cabinet. Task and Finish group set up to support development of operational processes to deliver the new tenures.		TVD / HSG
Review our Housing Strategy	Cabinet resolved to extend the operating period for the existing housing strategy to March 2024. With the recent publication of HEDNA, the development timetable for a revised Housing Strategy will be developed in April 23.		HSG
Get the right mix of properties for each community			
Identify strategic regeneration areas and investment plans	As of the beginning of March, the Strategic Planning team is now fully staffed. The Feedback Report on the Scope, Issues and Options Consultation is nearly complete and will be reported to Members at Cabinet in June. Preparation of the next consultation document for the Local Plan is underway.		PRS
Increase the supply of homes to bring cheaper private rents/more choice			

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

Out of the 22 total KPIs within the priority, 15 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES04 % locations inspected falling into categories A/B - Litter (cumulative) ¹	N/A	N/A	95.1%	99.1%	98.2%	96.8%	97.0%	/	Q4 outturn is year to date; annual target of 97% was narrowly missed. Teams are to increase litter picking helped with the addition of 3 seasonal staff that started on 1 April.	
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative) ¹	N/A	N/A ³	100%	100%	100%	96.8%	97.00%	/	Q4 outturn is year to date; annual target of 97% was narrowly missed. Environmental Enforcement Teams to install signage in areas with reported dog fouling issues	
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative) ¹	N/A	N/A ³	00.00%	08.33%	00.00%	00.40%	05.00%	/	Q4 outturn is year to date; annual target of 5% was missed Bins reported as being overflowing will have increased schedules added. Areas that have had overflowing bins will be looked at to assess if extra bins are required in the vicinity.	
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative) ¹	N/A	N/A ³	100%	94.79%	N/A ²	100%	95.00%	/	Q4 outturn is year to date; annual target of 95% was met	
ES11 % locations inspected falling into categories C/D - Detritus (cumulative) ¹	N/A	N/A ³	16.44%	05.21%	09.91%	09.70%	05.00%	/	Q4 outturn is year to date; annual target of 5% was missed Cleansing Schedules have been adapted to ensure that target 12-week cycles are achieved and additional HGV training for 2 operatives to ensure that adequate cover is in place for annual leave. Cleansing schedule will be closely monitored during Q1 and if necessary changes will be made to ensure that all areas are cleansed on a 12-week cycle. Performance Plan provided at Appendix B1	
ES19a % successful planned bin collections (grey)	99.2%	99.26%	99.8%	99.8%	99.8%	99.99%	97%		Annual outturn of 99.88% exceeded annual target of 97%	





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

Out of the 22 total KPIs within the priority, 15 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES19b % successful planned bin collections (blue)	99.89%	99.91%	99.92%	99.92%	99.91%	99.90%	97%	↓	Annual outturn of 99.9% exceeded annual target of 97%	✅
ES19c % successful planned bin collections (brown)	97.94%	99.93%	99.63%	99.84%	98.67%	99.87%	97%	↓	Annual outturn of 99.72% exceeded annual target of 97%	✅
ES19d % successful planned bin collections (green)	99.15%	99.91%	99.93%	99.94%	99.8%	99.90%	97%	↓	Annual outturn of 99.91% exceeded annual target of 97%	✅
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	99.9%	99.9%	99.9%	99.9%	100.0%	99.9%	100.0%	▬	Q4 outturn is year to date; annual target of 100% was narrowly missed. There are 5 properties that have recorded 3 no access appointments. Each property has a legal pack prepared that has been sent to the Legal Team to start proceedings.	⚠️
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	96.5%	96.5%	96.0%	96.3%	94.1%	94.5%	100.0%	↓	Q4 outturn is year to date; annual target of 100% was missed. The arranging and recording of the required 3 no access visits take a minimum of 6 weeks and that is slowing progress. There is also a legal process to be developed that will be used to gain access following the 3 no access visits. This has contributed to the delay in achieving a more positive result in the final quarter. Performance Plan provided in Appendix B2	❌
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	100.0%	N/A ⁴	100.0%	99.7%	29.2%	100.0%	↓	Q4 outturn is year to date; annual target of 100% was missed. Delays in the procurement of a new supplier have contributed to the drop in performance. From the programme of 366 properties due for inspection 359 are due in March and April. The new suppliers programme of re-inspections week commencing 24/04 on a risk-based assessment. This should smooth out the programme in future years. Performance Plan provided in Appendix B3	❌
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	N/A ⁴	100.0%	99.0%	95.7%	100.0%	↓	Plan is in place to address performance with the procurement of a new supplier starting the FRA	⚠️

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

Out of the 22 total KPIs within the priority, 15 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
									programme 15 May. Application of the recommended frequency dates has improved the performance.	
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	N/A ⁴	100.0%	100.0%	100.0%	100.0%		Q4 outturn is year to date; annual target of 100% was met	
WL161* Affordable Housing units via Tawd Valley Developments	44	2	0	17 ⁵	20	0	0		Annual target of 37 was met. Further completions were not planned for Q4.	

¹ ES04, 06, 07, 08 and 11: annual outturn based on position at Q3 since Q4 inspection not carried out due to resource/capacity issues within the service. This was addressed for Q1 22/23;






² Data not available as there were below expected visits for the quarter. Data cannot be provided retrospectively for the period.




³ Insufficient area inspections were submitted to generate scoring through the Land Audit Management System quality inspection model;

⁴ Surveys and validation of data meant data for HS 29/30/31 in Q3 21/22 was not available;

⁵ 0 units were delayed during quarter 2 (Halton Castle) and these should have been included in the Q2 target (27 not 17). Outturn value is unaffected.












Everyone to be healthy, happy, safe and resilient










Priority Actions			
We will...	Quarter delivery	Status	Lead
Deliver our fuel poverty strategy and action plan	After consideration a separate Fuel Poverty Strategy is not considered appropriate to develop. The content and consideration is picked up in our existing areas of work such as processing of energy scheme payments, Winter Warm, and Financial Inclusion which is specifically monitored through the KPI <i>TS55 No. tenants provided with fuel poverty advice</i> (below).		CCS
Deliver our people strategy with Council staff that results in a continuously improving culture	The 2022-23 appraisals were launched and due to be completed by the end of April. The HR and OD Team are ran leadership sessions on induction, probation and catch ups to help improve processes. A great piece of news is that a new e-learning provider, Skillsgate, has been appointed and the system will launch in May. This will provide employees with access to over 1500 courses, support the delivery of our mandatory training requirements and provide many other added benefits Requires focus/attention : Further work is needed on recruitment strategies and it is hoped that this can be addressed in the next quarter once the new HR structure is in place.		CCS
Deliver our financial inclusion strategy and action plan	Good progress continues to be made year 2 of the action plan. During the quarter the team has continued to promote our low-cost home contents scheme at tenancy sign ups. Help and access routes for financial inclusion have been presented to multiple third party agencies and internal customer-facing services throughout the year. Requires focus/attention : Pre-tenancy awareness training is being developed but has been delayed due to procurement of the corporate e-learning provider (now completed). This is now expected to complete by September 2023. Final processes are currently being agreed for the furniture recycling project with training to relevant staff to be delivered from April and the project expected to start by September 2023.		HSG
Develop a quality range of health, wellbeing and leisure facilities and services	It was agreed that management of the three leisure centres will be insourced from October. Public consultation on the new Wellbeing and Leisure Hubs has been carried out including 6 in-person events allowing residents to speak directly with officers, consultants and architects as well as websites for feedback. Key themes from the feedback are now being reviewed ahead of an anticipated planning application in April. Requires focus/attention : Designs for Burscough have been slightly delayed whilst a financial matter is reviewed by legal officers.		WLP
Deliver our health and wellbeing strategy embedding school initiatives	Discussions have taken place to develop a Health and Wellbeing Action Plan. This will link to external National and Regional health and wellbeing strategies and be tailored to the needs of West Lancashire. A 90-minute interactive presentation 'Natural High' was funded for Lathom High School Year 7 Pupils. Significant messages in relation to healthy lifestyle, anti-social behaviour, citizenship, drug and alcohol awareness were given in a positive and fun manner.		WLP

Priority Actions			
We will...	Quarter delivery	Status	Lead
	<p>Inform the TASS (Team Around the School Setting) in relation to local issues. Reported increases in CYP eating disorders, link to ICB and Primary Care Network to escalate the risks and improve communication and pathways for young people and families locally.</p> <p>Requires focus/attention : Development on a plan or strategy yet to be started since internal agreement needed in terms of funding to produce strategy or action plan and staff resource to deliver.</p> <p>An internal Health Inequalities Group was due to be established during the quarter and will now be established in Q2.</p>		
Work with partners to focus on prevention and reducing health inequalities	<p>The Holiday and Food programme will now be facilitated and delivered by external partners Endeavour Learning Trust and Shares Lancashire Ltd with WLBC continuing to engage as appropriate. Over the last 2 years the programme has developed and is now recognised across Lancashire as being one of the most successful.</p> <p>LCC's Family Hubs Network has been launched and WLBC officers are supporting.</p> <p>11 new Adult Weight Management courses (commissioned by Public Health) have been delivered during Q4 to 92 new participants (472 visits). 9 of the courses completed during the quarter with 100% completion rate.</p>		WLP
Facilitate and co-ordinate Food Insecurity Action Plan	<p>Understanding the local priorities and root causes of food insecurity through demographics, assets, local provision/gaps, organisations and opportunities has been inserted into the Forum's terms of reference to clarify purpose. The NHS Healthy Start scheme was promoted through flyers and presentation to the Community Engagement Forum.</p>		WLP
Bring in additional money/services to support our most deprived areas	<p>The Community Connector Team has supported Banks CIC with access to external funds for a condition survey which will enable them to understand what works and additional funding is required to make necessary improvements. They also delivered 'Making every contact count' workshops for 28 volunteers from local Warm Spaces and community organisations to ensure a consistent approach to supportive conversations in recognition of the value of sensitively signposting for health and wellbeing messages during day-to-day contacts.</p> <p>Workplace Health Champion Level 2 training has been delivered to 22 new participants with 19 new partners engaged onto the Business Health Matters programme this quarter.</p> <p>A Confidence Course was delivered at the start of the quarter in the Youth Zone. We are hoping to continue to deliver these on a regular basis to cement our presence there. We continue to attend Skelmersdale & Ormskirk JCP, Skelmersdale and Ormskirk libraries, Youth Zone, Greenhill Community Centre and the Pulse in the Concourse on a weekly basis to promote employment and skills services.</p>		WLP

Everyone to be healthy, happy, safe and resilient - KPIs








Out of the 15 total KPIs within the priority, 12 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
B5 Speed of Processing Housing Benefit	N/A ¹	N/A ¹	6	5	5	4	12	/	Annual performance of 4 days exceeded annual target of 12	
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	333	116	559	283	342	205	70		Annual performance of 1,389 exceeded annual target of 250	
WL151a Number of new clients attending vocational training	202	202	41	60	64	67	50		Q4 outturn is year to date; annual target of 50 was exceeded Numbers are lower overall for this year since the Kickstart project ended. Figures are solely based on More Positive Together. Few people signed up to the course at the start of the year however we are now seeing an increased uptake.	
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	327	327	41	66	94	116	140		Q4 outturn is year to date; annual target of 140 was missed Numbers are lower overall for this year since the Kickstart project ended. Uptake was slow over Christmas/new year, however February/March saw increased numbers signing people up to job search. Given the reason for the outturn, Head of Service decision that a performance plan would not provide additional context / improvement.	
WL153a Total no. of partners working with Wellbeing and Leisure Service	72	72	38	42	86	97	81		Q4 outturn is year to date; annual target of 81 was exceeded	
WL157a No. visits to leisure facilities	485,916	155,472	147,055	130,045	137,495	149,466	140,000		Annual performance of 564,061 exceeded annual target of 550,000	

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL159 No. attending parks and countryside events and activities	3,163	240	12,363	14,341	3,114	1,639	3,000	↑	Annual performance of 31,457 missed annual target 35,000. Quarter outturn impacted due to weather. Given the reason for the outturn, Head of Service decision that a performance plan would not provide additional context / improvement.	
TS52 No. tenants accessing money advice service	2,043	618	486	565	486	642		↑	Annual outturn is 2,179	
TS53 No. tenants supported with Food Poverty advice	304	104	89	117	204	208		↑	Annual outturn is 618	
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	36	11	1	15	27	26		↑	Annual outturn is 69	
TS55 No. tenants provided with fuel poverty advice	110	4	34	90	81	87		↑	Annual outturn is 292	
WL165 % Staff Turnover Rate	N/A ¹	N/A ¹	5.04%	2.57%	2.93%	N/A	N/A	/	Annual performance not available. Continuing issues following the changeover of HR systems means that data is unavailable. This is being worked on with LCC Payroll colleagues. Information will be provided in future reports when available.	N/A






¹N/A PI not developed at this time


Support businesses to adapt and prosper


Priority Actions			
We will...	Quarter delivery	Status	Lead
Develop the market offer and reinvigorate Ormskirk's Eastern gateway	<p>Bus station area successfully re-opened and in use.</p> <p>Requires focus / attention: Remainder of delayed work in the Eastern Gateway area originally due to complete in 2022 now on course to complete in May 2023. Weather and sourcing of materials caused slippage to the full completion.</p>		WLP
Lead the regeneration of Skelmersdale Town Centre	<p>Discussion is ongoing with the consultants. Initial meetings have taken place with draft proposed masterplan.</p> <p>Requires focus / attention: Consultation will take place following May local elections</p>		WLP
Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors	<p>Discussions and preparation around the relaunch of the Place Board and Ambassador network are continuing. Funding has been identified to allow this work to continue. Marketing and information sharing has taken place at business support events across the borough.</p> <p>Requires focus / attention: Relaunch will now be after the May elections. Senior staffing changes at key stakeholder organisations mean that new relationships need to be established for the Place Board. Refreshed terms of reference and remit for Ambassador support to be agreed.</p>		WLP
Adopt an inclusive procurement approach which supports local businesses to tender for opportunities	<p>Procurement Policy and Social Value Policy development is in flight. New procedures are being established and the intranet page for staff and internet page are active work in progress and updated regularly as new policies and procedures are introduced.</p>		FPCPS
Support the recovery and growth of existing and new businesses	<p>The Green Tourism accreditation scheme has continued to be promoted and had 16 local businesses sign up to work towards the internationally recognised award by year end. The Enjoy West Lancs Gift Card now has 36 businesses registered.</p> <p>Current Economic Development Strategy alongside detail of the HEDNA is being reviewed to create and issues paper with key points. A revised Strategy is not expected to be in place until December 2023.</p>		WLP
Create enlivened town centres offering diverse leisure opportunities and night-time economy	<p>Market Trader Group re-established and working well. External Event Stakeholder group is being supported to work independently. Night-time economy and Artisan Market events are now well established.</p>		WLP
Develop a strong web presence which positively promotes West Lancashire	<p>A Tender Specification Document has been produced and a meeting with Crown Commercial Services is scheduled to identify possible Government Frameworks, which would support the awarding of the contract. The action forms part of the Our Futures transformation programme.</p>		CCS


Support businesses to adapt and prosper - KPIs

Out of the 7 total KPIs within the priority, 2 are reported quarterly.

Performance Indicator	2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time (within quarter)	93.21%	91.92%	94.12%	93.81%	97.38%	94.57%	98.75%		<p>Annual performance of 95.29% narrowly missed annual target of 98.75%. Annual data refers to 27.8K invoices.</p> <p>A significant number of invoices from a particular section were sent to the Creditors Team just before the Christmas closedown period. Although processed as soon as open in the new year the 30-day target was missed. The Creditors Service continue to work directly with service areas who are under performing to review processes and more detail regarding how to support and improve this performance indicator continues to be added to the monthly communication to managers. It is anticipated that performance in this area will further improve following the implementation of the new Civica system later in 2023.</p>	
ER09 Number of businesses added value to via business support, property searches, skills and employment	925	628	15	11	110	93			<p>Annual outturn is 229 Reduction this year reflects the end of Covid Business Grants</p>	

PERFORMANCE PLAN				
Indicator	ES11 % locations inspected falling into categories C/D - Detritus			
Quarter Target	05.0%	Quarter outturn	09.7%	
<p>Reason(s) for not meeting target</p> <p>It has been identified that 10 of the 24 locations that scored C or above are in Skelmersdale.</p> <p>Previously Skelmersdale was cleansed by one road sweeper. After reviewing cleansing schedules, the area of Skelmersdale has now been split into 3 areas, each assigned to a different road sweeper.</p> <p>This should ensure that schedules are within planned timeframes. The remaining 14 locations do not seem to form any pattern.</p>				
<p>Additional commentary / background</p> <p>Q4 is an extremely difficult time of the year for detritus as it coincides with leaf fall.</p> <p>Additional training has taken place to ensure cover in sweepers takes place during annual leave.</p> <p>Some areas such as cul-de-sacs and areas close to open spaces may experience a larger detritus build up in between sweeper attendance. These will be compared against Q1 figures.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Monitor Q1 results			July 2023	
Monitor the change in schedule for Skelmersdale			September 2023	
Plan for leaf fall season			October 2023	
Improvement expected: End of Q2				
Plan prepared by: Clean and Green Operations Manager				

PERFORMANCE PLAN				
Indicator	HS28: % of Properties with a Valid Electrical Installation Condition Report			
Quarter Target	100%	Quarter outturn	94.5%	
Reason(s) for not meeting target				
Outstanding electrical safety certificates are principally as a result of access issues.				
Additional commentary / background				
<p>Whilst this performance indicator does not relate to a statutory requirement it is considered best practice to demonstrate electrical installations are kept in a good condition. It relates to public buildings, communal areas and homes.</p> <p>6,236 reports were due as at the end of December 2022 and 5,866 had been completed. Failure to meet the target was principally due to issues gaining access into council housing.</p> <p>The performance will improve as we gain access to the properties. We anticipate the performance will steadily improve towards the end of the financial year. End of fourth quarter – 97% with continuous improvement into the new financial year.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • Pursue access rigorously, as per gas procedure, including legal action. • Start the re-surveys early to ensure adequate time to resolve access issues prior to expiry. • Continue with ongoing attempts to gain access in parallel with legal process. • Validation of stock reports • Weekly monitoring of progress 				
Action plan				
Tasks to be undertaken			Completion due date	
Support with access arrangements making direct contact with customers; phone, texts, emails and door knocking.			On-going	
Prepare Legal packs to enforce tenancy agreement.			On-going	
Weekly and monthly monitoring of progress			On-going	
Provide an update at CMT meetings until performance has reached acceptable levels			On-going	
Improvement expected:				
<p>The monitoring of the outstanding electrical testing properties will be a continual process that will be managed and monitored every week and reported monthly. This will be similar to the gas process currently undertaken and should keep the outstanding electrical properties to a manageable level.</p> <p>Improvement on performance has seen a slight increase in Q4 and we expect continued improvement through Quarter 1.</p>				
Plan prepared by: Interim Compliance Manager				

PERFORMANCE PLAN				
Indicator	HS29: % of Non-domestic Properties that Require an Asbestos Management Survey/Re-Inspection			
Quarter Target	100%	Quarter outturn	29.2%	
Reason(s) for not meeting target				
<p>Outstanding asbestos re-inspections are the result of the requirement to procure a new supplier combined with the recommended re-inspection dates being due in March and April for most of the programme.</p>				
Additional commentary / background				
<p>This performance indicator does not relate to a statutory requirement as it is considered best practice to re-inspect asbestos containing materials regularly to ensure that they remain in a good and safe condition. Every building currently has a re-inspection frequency of 12 months and this has created a peak in demand of re-inspections in March and April. This relates to all communal areas and public buildings.</p> <p>358 reports were due as at the end of April 2023 and 7 are due in May. Failure to meet the target was principally due to the annual re-inspection frequency combined with no supplier being procured in time to start the re-inspections in March 2023.</p> <p>The performance will improve as the re-inspections are undertaken to the properties. We anticipate the performance will steadily improve towards the end of the first quarter of the year with the new supplier in place.</p> <p>End of first quarter – 95% (April-June). End of second quarter – 100% (July-Sept).</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Complete pre-start meeting with new supplier and identify priorities and programme of works.			19 April	
Supplier to set programme and begin arrangements for access.			15 May	
Undertake re-inspections and identify any remedial works if required. Ensuring adequate time to prioritise properties and start the programme.			15 May – 30 September 2023	
Monitor progress of programme on a weekly and monthly basis			On-going	
Provide an update at CMT meetings until performance has reached acceptable levels			On-going	
Improvement expected:				
<p>The monitoring of the outstanding asbestos re-inspections to communal properties will be an annual process that will be managed and monitored every week and reported monthly.</p> <p>Improvements to the performance will start in the first quarter and will continue into Quarter 2 of the new financial year.</p>				
Plan prepared by: Interim Compliance Manager				



**EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 15 JUNE 2023**

CABINET: 27 JUNE 2023

Report of: Corporate Director of Transformation, Housing & Resources

Relevant Portfolio Holder: Councillor Rob Molloy

**Contact for further information: Name: Lisa Windle
(E-mail: lisa.windle@westlancs.gov.uk)**

SUBJECT: NEW COUNCIL PLAN DEVELOPMENT

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To approve the draft of the new Council Plan 2023-28 for public consultation.

2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

2.1 That the committee note the process for developing a replacement Council Plan to date.

2.2 That the committee note the draft Council Plan 2023-2028 priorities and areas of focus to be used in public consultation at Appendix 1.

2.3 That the process for approving a final plan outlined in section 4.1 is endorsed.

3.0 RECOMMENDATIONS TO CABINET

3.1 That Cabinet approve the draft Council Plan 2023-2028 priorities and areas of focus at Appendix 1 to be used in public consultation.

3.2 That Call In is not appropriate for this item as the report was submitted to the Executive Overview and Scrutiny Committee on 15 June 2023.

4.0 BACKGROUND

4.1 In September, the Budget and Council Plan Committee approved principles and a development timetable for a new Council Plan from October 2023-2028, updated below.

Process key steps	Estimated timescale
Budget & Council Plan Committee agree principles for development	September 2022
Engagement with Councillors, key stakeholders and key staff seeking views on current plan – Pulse survey	18 Nov – 5 Dec 2022 (extended to 11 December)
Budget & Council Plan Committee update on survey responses and draft new plan	10 January 2023 (paper provided)
Budget & Council Plan Committee review new Plan emerging themes – based on views on current Plan, Pulse Survey and agreed principles ahead of Councillor workshop	28 February 2023
Councillor workshop – to seek cross-party views on the emerging themes	15 March 2023
Draft Plan incorporating Councillor workshop feedback to approve for public consultation	15 June 2023 - Executive Overview & Scrutiny 27 June 2023 - Cabinet
Public/stakeholder/Councillor/Staff consultation of draft Council Plan	June/July/August 2023
To approve the draft Plan incorporating public consultation feedback for adoption as the new Council Plan 2023-28	14 September 2023 - Executive Overview & Scrutiny 26 September 2023 - Cabinet 18 October 2023 - Council

5.0 CURRENT POSITION

- 5.1 A Council Plan enables the Council to communicate its direction and priorities to the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals and is recognised good practice.
- 5.2 Draft themes and areas of focus for a new Council Plan for 2023-2028 to replace the current Council Plan 2023-2023 were developed using insight from various sources as well as feedback on the current Council Plan from Councillors, staff and key stakeholders.
- 5.3 A draft Plan was used in a cross-party Councillor workshop in March 2023. Feedback from the workshop was then used to inform further development of the draft Council Plan 2023-2028 priorities at Appendix 1. Summary comments from the Workshop are provided at Appendix 2.
- 5.4 The draft Council Plan 2023-2028 outlines the strategic ambitions of the Council where we can directly make an impact or influence significant changes and improvements across the Borough.
- 5.5 A draft Delivery Framework was developed as shown in Appendix 1 as key activities. These align with the draft Plan and use feedback provided at the workshop and activity and targets agreed in the main through existing Council processes where the Council will add most value and deliver the best outcomes. Finalising this framework of activity will not be possible until the draft Council Plan 2023-2028 is approved.
- 5.6 Since the draft new Plan is proposed to be in place by October 2023, it is anticipated that the first delivery framework will have a focus on the period

October 2023-March 2025 to bring its reporting period in line with usual corporate planning timescales. An annual refresh of the delivery plan will then take place. Reporting on the current Council Plan 2020-23 will continue until October.

6.0 NEXT STEPS

- 6.1 As per the timetable at section 4.1 a public consultation will gauge views on whether the draft Council Plan 2023-2028 in Appendix 1 is focused on the right areas, where we should focus our resources and whether it clearly communicates the Council's strategic priorities. The consultation will be held with Councillors, staff, residents, businesses, stakeholders and partners.
- 6.2 Following consultation feedback a final version will be brought back to Committee and Cabinet with the intended outcome of a Council Plan developed and supported with Councillor and Officer input and endorsed through public consultation.

7.0 SUSTAINABILITY IMPLICATIONS

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

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 8.1 There are no significant financial or resource implications arising from this report.

9.0 RISK ASSESSMENT

- 9.1 The risk associated with this report have been included in the service risk register.

Service	Title	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Risk Score
Corporate & Customer Services	BIDR05a – Failure to replace the Council Plan to timescale	Failure to have a current plan in place would hinder the Council in communicating its direction with the public, stakeholders and staff and in supporting transparency and accountability. Having a clear statement of corporate priorities 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.	Documented process. Project plan. Engagement of officers. Secured engagement and support of Member Services and Consultation and Engagement. The work has a timetable and will be progressed including public consultation for Council in October 2023.	Early draft stages of the plan progressing		6

10.0 HEALTH AND WELLBEING IMPLICATIONS

10.1 There are no health and wellbeing implications arising from this report although the Plan it refers to will have implications.

Background Documents

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

Equality Impact Assessment

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

APPENDICES

APPENDIX 1 – DRAFT COUNCIL PLAN 2023-2028

APPENDIX 2 – COMMENTS FROM THE COUNCILLOR WORKSHOP

APPENDIX 3 – EQUALITY IMPACT ASSESSMENT

APPENIDIX 1 – DRAFT COUNCIL PLAN 2023-2028

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

Our vision remains the same. Our four priorities are:

- Create clean and environmentally sustainable places
- Generate prosperity in our borough
- Nurture inclusive and healthy communities to grow
- Manage a resilient, financially strong Council that listens to its customers

Create clean and environmentally sustainable places

Area of Focus	Key activities to deliver this difference
Reduce our Carbon Footprint	Increase electric vehicle charging points in the borough
	Explore the potential of developing a community led energy company
	Facilitate green employment opportunities within West Lancashire
	Develop the carbon management programme
	Stipulate green build through Local Plan development
	Review our approach to printing - reduce paper systems and processes through digital transformation
	All Council homes to achieve Energy Performance Certificate 'C' rating by 2030
	Deliver our Climate Change Strategy 2022-2030
	Include low carbon design as part of the new leisure centres
	Embed 'green' environmental considerations in our procurement process
Reduce waste production and increase reuse and recycling	Develop a new recycling offer for residents and businesses
	Explore supporting the creation of Pop-Up Shops for recycled & reusable goods (Community/VCSE delivered)
Preserve and enhance our natural and built environment	Review our approach to commercial estate and clean environment
	Increase community involvement for maintaining a cleaner borough
	Introduce Cycle Schemes as part of the leisure insourcing - an outreach programming opportunity
	Improve our housing stock in the next 5 years through the investment plan
	Develop a new vision for Beacon Country Park in consultation with citizens
Enhance the natural landscape, biodiversity and green environment	Create more natural habitats within our green spaces through the rewilding of natural areas
	Seek inward investment for biodiversity projects
	Become a 'Sustainable Food Place' - take a holistic and systems approach to sustainable and healthy food
	Increase the number of allotment plots within the borough
	Increase community participation in manging greenspaces
	Develop and implement a tree management strategy for West Lancashire

Generate prosperity in our borough

Area of Focus	Key activities to deliver this difference
Support regeneration that creates sustainable growth	Deliver Skelmersdale Town Centre phase 2 Review Ormskirk market operations
Provide opportunities for housing and economic business growth	Develop a new Council housing business plan to support housing growth and investment Develop a new business plan to support investment in our commercial properties Encourage the growth of business start-ups across the borough through support from partners Progress the Local Plan 2023-2040 for adoption at full council Develop new homes for shared ownership and rent to buy Explore the potential of developing new business units to support local businesses
Attract investment, support businesses and direct wealth into the local economy	Develop a calendar of events for the borough Relaunch Ambassador Programme and Skelmersdale Place Board Develop ethical local procurement spend in West Lancashire Approve new Economic Development Strategy for the borough Deliver the new Community Wealth Building Strategy
Attract high quality skills, careers and job opportunities locally	Develop commercial opportunities linked to our future housing developments Skelmersdale/Ormskirk and Burscough Master planning
Support people to achieve their full potential through employment & training	Deliver training & support to help people into employment Develop apprenticeship and graduate schemes for the Council through partnership with higher education organisations

Nurture inclusive and healthy communities to grow

Area of Focus	Key activities to deliver this difference
Work with partners to improve health and wellbeing	Develop Health and Wellbeing Action Plan linked to other local priorities
	Chair the new West Lancashire Health & Wellbeing Partnership and collaboratively deliver the strategic direction
	Establish a network of Workplace Health Champions in West Lancashire businesses
	Deliver the authority's new domestic abuse duties
	Renew the Homelessness Strategy
	Support the delivery of Holiday/Hunger Campaigns (Food Insecurity Action Plan) tackling key local priorities
	Support the valuable work of our local foodbanks
	Increase Dementia Friendly facilities
	Establish a participatory budgeting exercise to tackle social isolation and loneliness in Northern Parishes
	Support introduction of Family Network Hubs
Design services around people and place	Establish face to face service to help alleviate digital exclusion
	Design and develop neighbourhood model (neighbourhood plans) addressing local needs and wider determinants of health and making a positive difference to lifestyles, homes and our communities
	Establish multi-disciplinary neighbourhood teams
	Refresh our website
	Codesign our services with partners and residents
	Target investment in housing stock based on tenant feedback and engagement
Working through partnerships to create better outcomes for our citizens	Use the UK Shared Prosperity Fund to empower communities, businesses and people to identify and build on their own strengths and needs at a local level building pride in place and life expectancy
	Deliver training, skills and employment support to improve employability for our most vulnerable
	Deliver More Positive Together
	Develop the West Lancashire Customer Engagement Strategy
	Establish West Lancashire Annual Vision Conference for partners and leaders of all sectors
	Establish West Lancashire Pride/Neighbourhood Weekender (funded through contributions)
	Host and Coordinate PIVOT - Multi agency team around vulnerable adults
Provide safe, quality and affordable homes	Implement our Damp Strategy
	Deliver Housing Standards in accordance with Housing Regulations
	Ensure compliance across all housing stock
	Deliver Housing Investment Programme based on outcome of the Stock Condition Survey
	Deliver Digmoor Regeneration Plan

Manage a resilient, financially strong Council that listens to its customers

Area of Focus	Key activities to deliver this difference
Maintain financial sustainability and strong council management	Explore the potential of developing a Solar Farm for financial return
	Attract investment into the borough for Council Projects
	Undertake reviews of car parking
	Implement changed governance structure for managing council decisions
	Develop and implement income generating activities
Continually improve and deliver value for money	Refresh our Value for Money Strategy
	Design, approve and implement the Council's Procurement Strategy/Policy
	Implement Accommodation Strategy
	Deliver front line staff digitalisation transformation e.g. mobile devices for field workers
Attract and retain an engaged, skilled and motivate workforce	Review & enhance our Organisational Development Strategy (People Strategy)
	Review and roll out mandatory training programme through the Councils new E-Learning system
	Revitalise and relaunch Wellbeing Workforce Group
Deliver great services shaped by insight and data	Develop new ways to seek feedback from our customers
	Use customer feedback to improve and shape our services

APPENDIX 2 - COMMENTS FROM THE COUNCILLOR WORKSHOP

Themes	Areas of focus - COMMENTS
Sustainable Organisation	None for removal.
	<ul style="list-style-type: none"> • Maintain financial sustainability and strong corporate governance <p>Suggest specific mention of: Recognising the importance of how we procure can positively impact our communities. E.g. more local procurement to support entrepreneurial growth and resilience, training etc.</p> <p>Recognise the importance of having targets for delivery – we can be held to account.</p> <p>Need to 'achieve' financial sustainability</p>
	<ul style="list-style-type: none"> • Work as One Council and collaborate with partners to deliver better shared outcomes <p>This should include other County and Borough Councils</p>
	<ul style="list-style-type: none"> • Improve efficiency and effectiveness of services through evidenced change and transformation
	<ul style="list-style-type: none"> • Attract and retain a healthy, engaged and motivated workforce with the right skills and behaviours <p>It is important that staff members input into this There needs to be training and career opportunities / progress</p>
	<ul style="list-style-type: none"> • Understand our residents and customers so they feel listened to, respected, treated fairly and part of the service offer <p>Consultation needs to listen, not be presented when already a done deal as a PR exercise</p> <p>Maybe heart of the service offer, rather than part Importance of understanding residents needs Understand and demonstrate to our residents...</p>

Safe, Clean & Green Environments	<p>Could say "places" instead of "environments" as that strongly associates with "the green environment", not "built" as also covered here.</p> <p>Assume 'safe' intended to cover env health/community safety, e.g. 'built' environmental protection (noise, nuisance, air pollution, food safety, building safety etc (other than tenants' homes / general housing / homeless which is still in 'communities'))</p>
	<p>None for removal. Suggest specific mention of:</p> <ul style="list-style-type: none"> — 'safety' e.g. ASB as referenced in the theme and no focus — Nature & wildlife — Flooding — Water Hazards – increase education/prevention
	<ul style="list-style-type: none"> • Limit the climate impact of our activities and influence the behaviour of others by example <ul style="list-style-type: none"> — Reducing our impact on climate vs climate change resilience is different and both important — 'by example' probably not needed?
	<ul style="list-style-type: none"> • Minimise waste production and increase reuse and recycling <ul style="list-style-type: none"> — Supporting people to recycle including messages for people new to the area
	<ul style="list-style-type: none"> • Look after and improve a clean, attractive built environment <ul style="list-style-type: none"> — Be clear on what the word 'Environment' means – it is where we live work eat — Consider Rural villages not just URBAN
	<ul style="list-style-type: none"> • Safeguard the natural landscape, biodiversity and enhance our green environment
Stronger Economy	<p>None for removal. Very broad theme – does it need to be clearer that it means what we influence locally</p> <ul style="list-style-type: none"> — Preserve of areas of natural beauty — Not to massively over urbanise – balance with we still need places to live
Economic Prosperity	<ul style="list-style-type: none"> • Enable well-planned infrastructure, sustainable growth and renewal <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> — transport links and connectivity. E.g., "Encouraging clean and reliable transport links" — connectivity & public transport infrastructure – this is so important to attracting new residents, people getting to work. Also, safer cycles and footpaths

	<ul style="list-style-type: none"> • Provide development opportunities, including new employment and housing land allocations <ul style="list-style-type: none"> — concerned about the type of development, e.g. huge warehouses near the motorways may attract employees from out of the borough rather than benefitting West Lancs and look bad — want to use land that is already built on first so that not eating into green space — More effective use of existing availability as opposed to 'new' land — it needs to be high value employment – meet the needs of residents and attractive to people to move to the area. — plenty of manual work vacancies in northern parishes unfilled — Need to meet housing targets, but don't want to only associate with word "new" in the phrasing as should be looking at utilising/developing existing built on sites (e.g. old buildings converted) — The importance of addressing the shortage of housing – strategic way understanding future need and meeting the need: recognising the importance of services and amenities to support the growth — Development goes against what we are trying to achieve on biodiversity — If reference to housing should include reference to protecting agricultural sector
	<ul style="list-style-type: none"> • Attract investment and support diverse businesses to connect and succeed <ul style="list-style-type: none"> — importance of bringing community wealth building through this area — More in depth look at the Community Wealth Building Strategy – what does this mean – improve a stronger local economy — support entrepreneurial growth and resilience, training etc. — focus on homegrown growth to attract other businesses to join — importance of night-time economy — No mention of 'rural economy' – Grade A soil –
	<ul style="list-style-type: none"> • Help support and enable people to achieve their full potential through employment & training
Healthy & Inclusive Communities	<p>None for removal. Suggest specific mention of:</p> <ul style="list-style-type: none"> — Listening to the community and being responsive to our residents needs — Meaningful engagement with communities – communities shape and mould services. Mustn't just be tick box but genuinely shaping how we do things. <ul style="list-style-type: none"> • Provide quality services that are designed around people and place to improve health and wellbeing <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> — importance of partnership and facilitating to deliver strong outcomes for citizens - also recognising the role of statutory organisations — must ensure we provide an enabling environment

	<ul style="list-style-type: none"> — No mention of social issues – social exclusion, food poverty, child poverty, homeless provision – these key themes are exceptionally important/ our role in addressing them — Foodbank preservation — Achieving Wellbeing is much broader than being healthy; needs to be a greater focus on supporting communities to achieve wellbeing; consider Wellbeing to be a priority. E.g. Covid & the impact — Consider Marmot reports as they provide a framework for improving wellbeing (psyco-social model) — support on mental health — better access to joined up services; should include 'other organisations'; look at active initiative — Supporting LGBTQ – wider inclusivity and diversity on the map – West Lancs Pride
	<ul style="list-style-type: none"> • <i>Provide excellent wellbeing and leisure facilities and green leisure spaces</i> <ul style="list-style-type: none"> — Conflict within this statement given that the Ormskirk new build will be built on green space gifted to the people of Ormskirk — It's essential we focus on Community facilities not just leisure facilities – critically important part of health & wellbeing — Not just about leisure – Arts & Cultural Strategy development – protecting fine art and supporting growth in that area – attached to wellbeing mentally
	<ul style="list-style-type: none"> • <i>Work collaboratively with voluntary and community groups to improve our place</i> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> — examples of groups we work with, for example, County Council, NHS, GPs etc. — Council needs to do more to get greater volunteer input and help instil civic pride. One way would be to recognise and celebrate those volunteers that already help. Don't only use social media channels to promote as miss out on a section of community. — Community cohesion — Annual Vision Conferences – bringing all leaders together – full panoramic view of WL coming together and delivering outcomes
	<ul style="list-style-type: none"> • <i>Help residents meet their housing needs and be sustainable and safe in their homes</i> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> — the types of housing we seek to provide, e.g. affordable homes, shared ownership, housing for elderly — Need to look at sustainable and energy efficient solutions. — Need a housing mix that satisfies need and affordable housing

Many of the comments refer to specific actions that will be included in Council work programmes/delivery framework rather than specifically mentioned in the Council Plan (Priority / Area of Focus).

Equality Impact Assessment Form



Directorate: Transformation, Housing & Resources	Service: Business Transformation and Change
Completed by: Alison Grimes	Date: 25 May 2023
Subject Title: Council Plan 2023 - 2028	
1. DESCRIPTION	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations):	Yes
<p>Details of the matter under consideration: The assessment is for the draft Council Plan 2023-2028. The Council Plan details 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.</p> <p>The draft plan for consultation has been developed following review of the existing Council Plan and through initial targeted consultation with Councillors, key stakeholders and staff. The resulting draft Council Plan 2023-2028 is now proposed for wider public consultation.</p> <p><i>If you answered Yes to any of the above go straight to Section 3</i> <i>If you answered No to all the above please complete Section 2</i></p>	
2. RELEVANCE	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i>	Delivery of the vision and priorities is through a broad range of actions. Specifying priorities assists with managing resources. Outcomes and outputs will impact on a variety of customers, service users, communities, Councillors and employees depending on the action.
If you answered No to both Sections 1 and 2	

<p>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>3. EVIDENCE COLLECTION</p>	
<p>Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?</p>	<p>Given the wide range of areas of focus covered by 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 that will be covered by the Plan that may impact upon equality groups should be subject to an individual EIA by the relevant service.</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>As above. The current wide-range of areas of focus 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.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <ul style="list-style-type: none"> Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity 	<p>No No No No No No No No No</p>
<p>4. DATA ANALYSIS</p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>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 areas of focus included, the work outlined will therefore impact on a broad range of service users and stakeholders in different ways.</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>By having a clear statement of priorities through a refreshed 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.</p>
<p>What are people's views about the services? Are some customers more satisfied than others,</p>	<p>A draft Council Plan was developed through a review of the existing Council Plan, available insight</p>

Appendix 3

and if so what are the reasons? Can these be affected by the proposals?	from various sources including the Citizen/Stakholder Suvey, and a targeted survey of Councillors, key stakeholders and staff during November-December 2022 for feedback on the current Council Plan. Emerging themes were then discussed through a cross-party Councillor workshop and this was then used to develop the proposed draft Plan for consultation.
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate. The final proposed Plan has been refined following consultation feedback.
If any further data/consultation is needed and is to be gathered, please specify:	A draft Plan is now proposed for wider public consultation during summer 2023 that will help assess whether the Council's draft Plan is proposing the right areas for our priorities and where to direct our resources. The results of this will be used to inform further development of the Council Plan 2023-2028. A delivery framework of specific actions and measures will then be used to achieve the priorities and areas of focus. The delivery framework will be subject to regular review.
5. IMPACT OF DECISIONS	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.
6. CONSIDERING THE IMPACT	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA conducted by the relevant service.
What actions do you plan to take to address any other issues above?	The effectiveness and impact of Council priorities are assessed through responses to the annual Citizen/Stakeholder Survey.
7. MONITORING AND REVIEWING	
When will this assessment be reviewed and who will review it?	The assessment will be reviewed as part of the annual refresh process. This will include review by the senior management team.