



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

Monday, 6 March 2017

**TO: COUNCILLORS I MORAN, Y GAGEN, T ALDRIDGE, J HODSON, J PATTERSON,
K WILKIE, K WRIGHT AND C WYNN**

Dear Councillor,

A meeting of the **CABINET** will be held in the **CABINET/COMMITTEE ROOM - 52 DERBY STREET, ORMSKIRK L39 2DF** on **TUESDAY, 14 MARCH 2017** at **7.00 PM** at which your attendance is requested.

Yours faithfully

A handwritten signature in black ink, appearing to read "Kim Webber", with a long horizontal flourish at the end.

Kim Webber
Chief Executive

AGENDA
(Open to the Public)

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

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

- a) The Borough Solicitor, on behalf of the Leader, obtains the

agreement of the Chairman of the Executive Overview and Scrutiny Committee that the making of the decision cannot be reasonably deferred,

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

3. DECLARATIONS OF INTEREST

1991 -
1992

If a member requires advice on Declarations of Interest, he/she is advised to contact the Borough Solicitor in advance of the meeting. (For the assistance of members a checklist for use in considering their position on any particular item is included at the end of this agenda sheet.)

4. PUBLIC SPEAKING

1993 -
1996

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 that item. The deadline for submissions is 5.00pm on Thursday 9 March 2017. A copy of the public speaking protocol and form to be completed is attached.

5. MINUTES

1997 -
2014

To receive as a correct record the minutes of the following meetings:-

- a) Cabinet held on 10 January 2017
b) Special Cabinet held on 22 February 2017

6. MATTERS REQUIRING DECISIONS

- | | | |
|----|--|----------------|
| 6a | Quarterly Performance Indicators (Q3 2016-17) (Relevant Portfolio Holder: Councillor I Moran) | 2015 - 2032 |
| 6b | Council Plan 2017-18 (Relevant Portfolio Holder: Councillor I Moran) | 2033 - 2056 |
| 6c | Corporate Performance Management 2017-18 (Relevant Portfolio Holder: Councillor I Moran) | 2057 - 2064 |
| 6d | Capital Programme Monitoring (Relevant Portfolio Holder: Councillor C Wynn) | 2065 - 2076 |
| 6e | Developing an Ormskirk Business Improvement District (Relevant Portfolio Holder: Councillor I Moran) | 2077 - 2102 |
| 6f | Homelessness Strategy 2017-2022 (Consultation Draft) (Relevant Portfolio Holder: Councillor K Wright) | 2103 - 2152 |

| | | |
|----|--|----------------|
| 6g | Use of Section 106 monies in Burscough (Relevant Portfolio Holders: Councillors Y Gagen & J Hodson) | 2153 - 2158 |
| 6h | Risk Management (Relevant Portfolio Holder: Councillor C Wynn) | 2159 - 2178 |
| 6i | Firwood Road Housing Allocation (Relevant Portfolio Holder: Councillor J Hodson) | 2179 - 2184 |
| 6j | CIL Funding Programme - Assessment of Schemes (Relevant Portfolio Holder: Councillor J Hodson) | 2185 - 2188 |
| 6k | HRA Revenue and Capital Monitoring (Relevant Portfolio Holder: Councillor J Patterson) | 2189 - 2196 |
| 6l | Appointment to West Lancashire College Board (Relevant Portfolio Holder: Councillor I Moran) | 2197 - 2212 |

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

FIRE EVACUATION PROCEDURE: Please see attached sheet.

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

For further information, please contact:-
Sue Griffiths on 01695 585097
Or email susan.griffiths@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

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

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

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

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

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

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

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

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

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

'a connected person' means

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

'body exercising functions of a public nature' means

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

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

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

PUBLIC SPEAKING – PROTOCOL

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

1.0 Public Speaking

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

1.2 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 5.00 pm on the Thursday of the week preceding the meeting. This can be submitted by e-mail to member.services@westlancs.gov.uk or by sending to:

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

2.2 Completed forms will be collated by Member Services and circulated via e-mail to relevant Members and officers and published on the Council website via Modgov. Only the name of the resident and details of the issue to be raised will be published.

2.3 Groups of persons with similar views should elect a spokesperson to speak on their behalf to avoid undue repetition of similar points. Spokespersons should identify in writing on whose behalf they are speaking.

3.0 Scope

3.1 Any matters raised must be relevant to an item on the agenda for the meeting.

3.2 The Borough Solicitor may reject a submission if it:

- (i) is defamatory, frivolous or offensive;
- (ii) is substantially the same as representations which have already been submitted at a previous meeting; or
- (iii) discloses or requires the disclosure of confidential or exempt information.

4.0 Number of items

- 4.1 A maximum of one form per resident will be accepted for each Agenda Item.
- 4.2 There will be a maximum of 10 speakers per meeting. Where there are more than 10 forms submitted by residents, the Borough Solicitor will prioritise the list of those allowed to speak. This will be dependent on:
 - 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. If a request has been submitted in relation to the same issue.
- 4.3 All submissions will be circulated to relevant Members and officers for information, although no amendments will be made to the list of speakers once it has been agreed (regardless of withdrawal of a request to speak).

5.0 At the Meeting

- 5.1 Speakers will be shown to their seats. An item 'Public Speaking' will be included on the agenda to enable local residents to make their representations within a period of up to 30 minutes at the start of the meeting. Residents will have up to 3 minutes to address the meeting when introduced by the Chairman for that meeting. The address must reflect the issue included on the prescribed form submitted in advance.
- 5.2 Members may discuss what the speaker has said along with all other information, when the item is being considered later on the agenda and will make a decision then. Speakers should not circulate any supporting documentation at the meeting and should not enter into a debate with Councillors.
- 5.4 If residents feel nervous or uncomfortable speaking in public, then they can ask someone else to do it for them. They can also bring an interpreter if they need one. They should be aware there may be others speaking as well.
- 5.5 Speakers may leave the meeting at any time, taking care not to disturb the meeting.



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

Note: This page will not be published.

(P.T.O.)

Agenda Item 5

CABINET

HELD: Tuesday, 10 January 2017

Start: 7.00pm

Finish: 7.25pm

PRESENT:

Councillor: Councillor I Moran
(Leader of the Council, in the
Chair)

Portfolio

| | | |
|--------------|------------------------|---|
| Councillors: | Councillor Y Gagen | Deputy Leader of the Council and Portfolio Holder for Leisure & Human Resources |
| | Councillor T Aldridge | Portfolio Holder for Older People |
| | Councillor J Hodson | Portfolio Holder for Planning |
| | Councillor J Patterson | Portfolio Holder for Housing and Landlord Services |
| | Councillor K Wilkie | Portfolio Holder for Street Scene |
| | Councillor K Wright | Portfolio Holder for Health and Community Safety |
| | Councillor C Wynn | Portfolio Holder for Finance |

In attendance: Currie, D Evans, Owens, Pendleton and D Westley
Councillors

Officers:

- Chief Executive (Ms K Webber)
- Director of Leisure and Wellbeing (Mr D Tilleray)
- Director of Housing and Inclusion (Ms J Sinnott-Lacey)
- Director of Development and Regeneration (Mr J Harrison)
- Borough Solicitor (Mr T Broderick)
- Borough Treasurer (Mr M Taylor)
- Borough Transformation Manager and Deputy Director of Housing and Inclusion (Mr S Walsh)
- Interim Director of Street Scene (Mr P Samosa)
- Deputy Director of Leisure and Wellbeing (Mr J Nelson)
- Principal Member Services Officer (Mrs S Griffiths)

57 APOLOGIES

There were no apologies for absence.

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

There were no items of special urgency.

59 **DECLARATIONS OF INTEREST**

1. Councillors Aldridge (tenant of a Council garage), Patterson (tenant of Council accommodation) and Wright (connected person tenant of Council accommodation) declared disclosable pecuniary/pecuniary interests in agenda items 6(e) (Medium Term Capital Programme) and 6(f) (Housing Account – Revenue and Capital Programme) but considered they were entitled to speak and vote by virtue of an exemption as nothing in these reports relates particularly to their relevant tenancy or lease.
2. Councillor Aldridge declared a non-pecuniary interest in agenda item 6(d) (Funding of voluntary & Other Organisations Working Group – references to the West Lancashire Dial a Ride Association) as a Member of Lancashire County Council, as did Councillor Gagen as an employee of Lancashire County Council.
3. Councillor Hodson declared a non-pecuniary interest in agenda item 6(a) (Draft Green Infrastructure and Cycling Strategy). He indicated that if reference was made to the Linear Park, as a landowner, his interest would become a disclosable pecuniary interest and that he would leave the meeting.

60 **PUBLIC SPEAKING**

Representations were received from a resident in relation to the following item:-

Agenda item 6(c) – Granville Park Conservation Area – Character Appraisal Review

61 **MINUTES**

RESOLVED That the minutes of the Cabinet meeting held on 8 November 2016 be received as a correct record and signed by the Leader.

62 **MATTERS REQUIRING DECISIONS**

Consideration was given to the report relating to the following matters requiring decisions as contained on pages 1001 – 1494 and 1505 - 1567 of the Book of Reports.

63 **DRAFT GREEN INFRASTRUCTURE AND CYCLING STRATEGY**

Councillor Hodson introduced the report of the Director of Development and Regeneration which sought approval of the draft Green Infrastructure and Cycling Strategy for public consultation.

Revised recommendations of the Director of Development and Regeneration were circulated at the meeting.

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

RESOLVED (A) That the draft Green Infrastructure and Cycling Strategy at Appendix A to the report be approved for public consultation.

(B) That the Director of Development and Regeneration in consultation with the Portfolio Holder for Planning be authorised to make any necessary minor amendments to the Draft Green Infrastructure and Cycling Strategy before the document is published for consultation.

64 **COMMUNITY INFRASTRUCTURE LEVY FUNDING PROGRAMME 2017/18**

Councillor Hodson introduced the report of the Director of Development and Regeneration which proposed final recommendations following consultation for the CIL Funding Programme in 2017/18 based on the CIL monies anticipated to have been collected by the Council by 31 March 2017.

A motion from Councillor Hodson was circulated at the meeting.

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

RESOLVED (A) That the consultation feedback report and updated Infrastructure Delivery Schedule provided at Appendices 1 and 2 be noted.

(B) That the Agreed Comments provided by the Corporate and Environmental Overview & Scrutiny Committee (Appendix 5) be noted.

(C) That £150,000 of CIL monies be allocated to the delivery of the Canal Towpath Improvements at Burscough (described in paragraph 6.1 to the report) in 2017/18.

(D) That £23,000 of CIL monies be allocated to the delivery of the following infrastructure projects in 2017/18:-

Project A Stanley Coronation Park Play Area (£20,000)

Project B Mere Sands Wood Visitor Centre Phase 1 (£3,000)

- (E) That the remaining “strategic” CIL monies collected by 31 March 2017 (i.e. those not allocated on the projects agreed under resolutions C) and D) above or spent on projects in the 2016/17 CIL Funding Programme) be “saved” and allocated toward more significant strategic infrastructure projects to be drawn down from as necessary as such significant projects are identified and approved.

65

GRANVILLE PARK CONSERVATION AREA - CHARACTER APPRAISAL REVIEW

Councillor Hodson introduced the report of the Director of Development and Regeneration which provided an assessment of the comments of the Planning Committee meeting held on 8 December 2016 in respect of the above-mentioned report.

A revised report of the Director of Development and Regeneration was circulated at the meeting (pages 1509-1514 of the Book of Reports).

Councillor Hodson circulated a motion at the meeting in this regard.

In reaching the decision below, Cabinet considered the revised report, the motion from Councillor Hodson, the representations made under Public Speaking (agenda item 4) and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the Granville Park Conservation Area Character Appraisal Update (as outlined in Appendix 4 of the revised addendum report) be deferred in order to undertake further consultation on the inclusion of the Bowling Green to the north of the Cockbeck Tavern within the Granville Park Conservation Area and any comments thereon be considered at a future Cabinet meeting.

(B) That subject to there being no objections received as a result of the consultation on the revised Conservation Area boundary referred to in (A) above, the Granville Park Conservation Area Appraisal Update (including the revised Conservation Area boundary including the Cockbeck Tavern and Bowling Green, identified as extension A in appendix 5) and the making of a new Article 4 Direction to cover the new Conservation Area Boundary be approved.

(C) That subject to there being no objections received as a result of the consultation on the revised Conservation Area boundary referred to in (A) above, the Director of Development and Regeneration in consultation with the Portfolio Holder for

Planning be given delegated authority to make the necessary arrangements to inform residents and publish the approved Granville Park Conservation Area Character Appraisal Update.

- (D) That subject to there being no objections received as a result of the consultation on the revised Conservation Area boundary referred to in (A) above, the Director of Development and Regeneration in consultation with the Portfolio Holder for Planning be given delegated authority to make the necessary arrangements to amend the Conservation Area boundary, to make the Article 4 Direction to cover the agreed Conservation Area boundary and report back to a future meeting of Cabinet to consider confirmation of the Article 4 Direction.

66 **FUNDING OF VOLUNTARY & OTHER ORGANISATIONS WORKING GROUP**

Councillor Gagen introduced the report of the Borough Transformation Manager & Deputy Director of Housing and Inclusion which advised Cabinet of the recommendations of the Funding of Voluntary & Other Organisations Cabinet Working Group in respect of the monitoring arrangements for the current grant recipients and the applications for one year revenue funding for 2017/18.

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

RESOLVED (A) That subject to (B) below, the recommendations arising from the scoring of the applications received from voluntary organisations for one year revenue funding from April 2017 by the Funding of Voluntary and Other Organisations Cabinet Working Group at its meeting on 14 December 2016 be endorsed as detailed in the minutes of the meeting attached at Appendix 5 to the report.

- (B) That applicants be advised of Cabinet's recommendations and that funding is not guaranteed but will form part of considerations when the Council's budget is finalised on 22 February 2017.

67 **MEDIUM TERM CAPITAL PROGRAMME**

Councillor Wynn introduced the report of the Borough Treasurer which set out details on the General Revenue Account medium term capital programme position for the next 3 years.

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

- RESOLVED (A) That the medium term financial position be noted, and consideration be given to how a balanced capital programme can be achieved.
- (B) That the Portfolio Holder for Finance be given delegated authority to submit firm proposals to Council on 22 February 2017 to enable the capital programme to be set.
- (C) That call-in is not appropriate for this item as it is to be submitted to the Executive Overview and Scrutiny Committee on 26 January 2017.

68 **HOUSING ACCOUNT - REVENUE AND CAPITAL PROGRAMME**

Councillor Patterson introduced the joint report of the Director of Housing and Inclusion and the Borough Treasurer which provided a summary of the Housing Account's financial position.

Appendix B to the report was circulated at the meeting.

Minute no. 32 of the Landlord Services Committee (Cabinet Working Group) held on 5 January 2017 was circulated at the meeting.

In reaching the decision below, Cabinet considered Appendix B to the report, the minute of the Landlord Services Committee (Cabinet Working Group) and the details as set out in the report before it and accepted the reasons contained therein.

- RESOLVED (A) That the financial position be noted and consideration given to the budget matters set out in the report.
- (B) That the use of the Director of Housing and Inclusion's delegated authority in relation to rent and service charge changes be noted and endorsed.
- (C) That the report be used for consultation purposes prior to the Council considering this matter in February 2017.
- (D) That the Housing Portfolio Holder be given delegated authority to submit firm proposals to Council on 22 February 2017 to enable the budget to be set.
- (E) That call-in is not appropriate for this item as it is to be submitted to the next meeting of the Executive Overview and Scrutiny Committee on 26 January 2017.

69 GENERAL REVENUE ACCOUNT BUDGET 2017-2018

Councillor Wynn introduced the report of the Borough Treasurer which provided a summary of the current General Revenue Account budget position.

Appendix A to the report was circulated at the meeting.

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

- RESOLVED (A) That the financial position for 2017-18 and later years be noted, and consideration given to how a balanced budget can be achieved.
- (B) That the Portfolio Holder for Finance be given delegated authority to submit firm proposals to Council on 22 February 2017 to enable the budget to be set.
- (C) That call-in is not appropriate for this item as it is to be submitted to the next meeting of the Executive Overview and Scrutiny Committee on 26 January 2017.

70 QUARTERLY PERFORMANCE INDICATORS Q2 2016-17

Councillor Moran introduced the report of the Borough Transformation Manager & Deputy Director of Housing and Inclusion which presented performance monitoring data for the quarter ended 30 September 2016.

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

- RESOLVED (A) That the Council's performance against the indicator set for the quarter ended 30 September 2016 be noted.
- (B) That the call-in procedure is not appropriate for this item as the report is being submitted to the next meeting of the Corporate & Environmental Overview & Scrutiny Committee on 2 March 2017.

71 GOVERNMENT CONSULTATION ON FUNDING FOR SUPPORTED HOUSING

Councillor Patterson introduced the report of the Director of Housing and Inclusion which proposed a response to the Government consultation on funding for supported housing.

Minute no. 30 of the Landlord Services Committee (Cabinet Working Group) held on 5 January 2017 was circulated at the meeting.

In reaching the decision below, Cabinet considered the minute of the Landlord Services Committee (Cabinet Working Group) and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the response at Appendix B to the report be sent by the Director Housing & Inclusion as the Council's response.

(B) That call-in is not appropriate for this item due to the deadline for the consultation response.

72 **BEECHTREES REVIVAL - UPDATE**

Councillor Patterson introduced the report of the Director of Housing and Inclusion which provided an update and outlined options in respect of the Beechtrees Revival Project.

Minute no. 31 of the Landlord Services Committee (Cabinet Working Group) held on 5 January 2017 was circulated at the meeting.

In reaching the decision below, Cabinet considered the minute of the Landlord Services Committee (Cabinet Working Group) and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED (A) That the progress made in relation to the Beechtrees Revival project be noted.

(B) That option 3, as detailed at paragraph 5.3 of the report be submitted to Council for consideration as part of the budget setting process for 2017/18.

73 **TAWD VALLEY PARK PROJECT**

Councillor Gagen introduced the report of the Director of Leisure and Wellbeing which considered a request for funding to engage consultants to deliver a detailed master plan in relation to a programme of environmental and recreational improvements in Tawd Valley Park, Skelmersdale.

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

RESOLVED (A) That the allocation of up to £25,000 be approved to undertake the master plan process for the Tawd Valley Park Project.

- (B) That delegated authority be given to the Director of Leisure and Wellbeing to take all steps necessary to engage consultants to deliver the Tawd Valley Park master plan.

74 NEW LEISURE FACILITIES AND PROCUREMENT OF LEISURE PARTNERSHIP

Councillor Gagen introduced the report of the Director of Leisure and Wellbeing which sought approval for the engagement of specialist consultants to undertake a financial viability appraisal and options for financing for new leisure provision in Skelmersdale and Ormskirk, to enter into discussion with North Meols Parish Council in relation to the future of Banks Leisure Centre and to initiate discussions with the current leisure provider in regard to an extension to the current leisure services agreement.

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

RESOLVED That the Director of Leisure and Wellbeing and the Borough Treasurer, in consultation with the Portfolio Holder for Leisure & Human Resources and the Portfolio Holder for Finance be authorised to:-

- i) Engage specialist consultants to undertake a financial viability appraisal and options for replacement leisure facilities in Skelmersdale and Ormskirk, in accordance with paragraph 9.1 of the report.
- ii) Enter in to discussions with North Meols Parish Council regarding options for the management of Banks Leisure Centre.
- iii) To agree and conclude all necessary arrangements with the current leisure provider to enable an extension to the Leisure Services Agreement in accordance with paragraph 9.4 of the report, to include entering into any leases, amendments to agreements, and the giving of any notifications/notices which may be required to effect any extension.

75 PRIVATE SECTOR HOUSING STRATEGY 2017-2020

Councillor Wright introduced the report of the Director of Leisure and Wellbeing which sought approval of the Private Sector Housing Strategy 2017-2020.

Revised recommendations of the Director of Leisure and Wellbeing were circulated at the meeting.

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

RESOLVED (A) That the Private Sector Housing Strategy 2017-2020, attached as Appendix 1 to the report be approved and implemented.

(B) That the Director of Leisure and Wellbeing in consultation with the Portfolio Holder for Health and Community Safety be authorised to make any minor amendments to the Private Sector Housing Strategy 2017-2020.

76 **REQUEST FOR FUNDS - OPPOSITION TO EXTENSION OF WHITEMOSS LANDFILL SITE, SKELMERSDALE**

Councillor Moran introduced the joint report of the Borough Solicitor and Director of Development and Regeneration which considered a request for a contribution of £4,000 towards the cost of funding a challenge to the Secretary of State's decision to allow planning permission to extend the Whitemoss Landfill site, Skelmersdale

A letter dated 9 January 2017 from the Solicitors representing Whitemoss Landfill Ltd. was circulated at the meeting.

A motion from Councillor Moran was circulated at the meeting.

In reaching the decision below, Cabinet considered the motion from Councillor Moran, the letter from the Solicitors for Whitemoss Landfill Ltd., the concerns expressed by Council and the details as set out in the report before it and accepted the reasons contained therein.

RESOLVED That the Director of Development and Regeneration be authorised to make a contribution of £4,000 from the Major Projects Reserve towards the funding for a challenge to the Secretary of State's decision to allow planning permission to extend the Whitemoss Landfill Site, Skelmersdale.

77 **SYRIAN RESETTLEMENT PROGRAMME**

Councillor Wright introduced the report of the Director of Leisure and Wellbeing which provided details of the Syrian Resettlement Programme and the Vulnerable Children Resettlement Scheme and the pledge to resettle refugees in West Lancashire.

Revised recommendations of the Director of Leisure and Wellbeing were circulated at the meeting.

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

RESOLVED (A) That the Director of Leisure and Wellbeing be authorised to resettle 5 refugee households with a suggested arrival date of July 2017.

(B) That in order to fulfil the authorisation in (A) above, the Director of Leisure and Wellbeing, in consultation with the relevant Portfolio Holder and Lancashire County Council, be authorised to commission a third sector organisation to provide the required integration support whilst retaining the task of sourcing and securing suitable accommodation.

78 **PROPOSED SURRENDER AND RENEWAL OF THE SILVER BIRCH PUBLIC HOUSE, FLORDON**

Councillor Moran introduced the report of the Director of Development and Regeneration which sought authority to take a surrender of the existing lease and grant a new long lease with a change of use in respect of the above-mentioned premises.

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

RESOLVED (A) That a surrender of the present lease be approved and a new long lease be granted with a change of use.

(B) That the Director of Development and Regeneration be authorised to take all necessary steps to effect the surrender and re-grant of a lease and the change of use to retail and flats.

79 **EXEMPTION TO CONTRACT PROCEDURE RULES - DIGITAL INCLUSION TRAINING AND SUPPORT**

Councillor Moran introduced the report of the Borough Transformation Manager and Deputy Director of Housing and Inclusion which requested an exemption from the Contracts Procedure Rules in relation to the above-mentioned contract.

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

RESOLVED That the exemption request be approved for the reasons set out in paragraph 5 of the report.

80 EXCLUSION OF PRESS AND PUBLIC

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

81 MATTER REQUIRING DECISION

Consideration was given to the report relating to the following matter requiring decision as contained on pages 1495 - 1504 and page 1568 & 1569 of the Book of Reports.

82 ORMSKIRK PAY AND DISPLAY PARKING SYSTEM

Councillor Hodson introduced the report of the Director of Development and Regeneration which reviewed the current pay and display car parking arrangements in Ormskirk Town Centre and considered proposals to change some existing operational arrangements.

Appendix 1 to the report was circulated at the meeting.

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

RESOLVED (A) That the maximum parking period at the Wheatsheaf Walks Car Park be extended from 2 hours to 4 hours.

(B) That it be agreed in principle that the new car parking system outlined in the report be taken forward, subject to further discussions with Bemrose Mobile and all issues in Section 5 of this report being fully understood and resolved.

(C) That the Director of Development and Regeneration, in consultation with the Portfolio Holder for Planning, be given delegated authority to negotiate and agree a contract on suitable terms and conditions for the Council to engage Bemrose Mobile for the installation and operation of specific parking control equipment. This delegation to include the ability to agree the length of any trial period, agree which car parks the equipment should be installed in and to enter into an agreement with Bemrose Mobile to use their Automatic Number Plate Recognition (ANPR) System for a trial period.

- (D) That an exemption to the Council's Contract Procedure Rules be granted in respect of (C) above given that the service being offered by Bemrose Mobile is unique and meets the future operational requirements of the Council, as outlined in Section 5 of the report.
- (E) That in relation to the existing parking ticket machines, in the event that suitable contract terms and conditions cannot be negotiated with Bemrose Mobile, the Director of Development and Regeneration explores further options to replace, and then procure, new ticket machines taking due account of emerging technologies in this area of operation.

Note

No representations had been received in relation to the above item being considered in private.

.....
Leader

CABINET

HELD: Wednesday, 22 February 2017

Start: 6.30 pm

Finish: 6.45pm

PRESENT:

Councillor: Councillor I Moran (Leader of the Council in the Chair)

Portfolio

| | | |
|--------------|------------------------|--|
| Councillors: | Councillor T Aldridge | Portfolio Holder for Older People |
| | Councillor J Hodson | Portfolio Holder for Planning |
| | Councillor J Patterson | Portfolio Holder for Housing and Landlord Services |
| | Councillor K Wilkie | Portfolio Holder for Street Scene |
| | Councillor K Wright | Portfolio Holder for Health and Community Safety |
| | Councillor C Wynn | Portfolio Holder for Finance |

In attendance: Devine, G Hodson, D Westley
Councillors

Officers:

- Chief Executive (Ms K Webber)
- Director of Development and Regeneration (Mr J Harrison)
- Director of Housing and Inclusion (Ms J Sinnott-Lacey)
- Borough Solicitor (Mr T Broderick)
- Borough Treasurer (Mr M Taylor)
- Borough Transformation Manager & Deputy Director of Housing and Inclusion (Mr S Walsh)
- Interim Director of Street Scene (Mr P Samosa)
- Principal Member Services Officer (Mrs S Griffiths)

83 APOLOGIES

There were no apologies for absence.

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

There were no items of special urgency.

85 DECLARATIONS OF INTEREST

There were no declarations of interest.

86 PUBLIC SPEAKING

There were no items under this Heading.

87 MATTERS REQUIRING DECISIONS

Consideration was given to the report relating to the following matters requiring decisions as contained on pages 1577 – 1924 and page 1987 of the Book of Reports.

88 LOCAL PLAN REVIEW - SCOPING AND ISSUES & OPTIONS CONSULTATION

Councillor Hodson introduced the report of the Director of Development and Regeneration which sought authorisation to publicly consult on the Scope of a new Local Plan and the Local Plan Review: Issues & Options Topic Document. He went on to thank Officers for their efforts and the Local Plan Working Group for their contribution to the production of a high quality document.

He circulated a motion proposing that the item be referred to the Executive Overview and Scrutiny Committee for comment.

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

RESOLVED (A) That the minutes of the Local Plan Cabinet Working Group meetings of 18 October 2016, 7 December 2016 and 19 January 2017 (provided at Appendices A-C); the Scoping Consultation Feedback Report and the responses received to the Scoping Consultation (provided at Appendix D); the Sustainability Appraisal and Habitat Regulations Assessment of the Issues & Options Paper (provided at Appendices E and F); and the Duty to Co-operate Statement (provided at Appendix G) be noted.

(B) That the Local Plan Review: Issues & Options Topic Papers (provided at Appendix H-L) be approved for public consultation and that comments on the Scope of a new Local Plan also be sought from the public alongside the public consultation.

(C) That the item be referred to the Executive Overview and Scrutiny Committee for comment and that the call-in procedure is not appropriate for this item due to it being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30 March 2017.

89 PROVISION OF NEW CYCLE & PEDESTRIAN LINK THROUGH THE TAWD VALLEY, SKELMERSDALE, LINKING TO WEST LANCASHIRE COLLEGE

Councillor Hodson introduced the report of the Director of Development and Regeneration which sought approval for proposed amendments to the plans for the Tawd Valley cycle and pedestrian link in Skelmersdale.

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

RESOLVED That the proposed amendments to the route of, and proposals for, the Tawd Valley cycle and pedestrian link be approved.

90 EXCLUSION OF PRESS AND PUBLIC

RESOLVED That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 (financial/business affairs) and 5 (legal matters) of Part 1 of Schedule 12A of that Act and as, in all the circumstances of the case, the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

91 MATTER REQUIRING DECISION

Consideration was given to the report relating to the following matter requiring decision as contained on pages 1925 – 1985 and 1989 of the Book of Reports.

92 PLANNING APPEAL DECISION REGARDING LAND TO THE EAST OF PRESCOT ROAD, AUGHTON

Councillor Hodson introduced the joint report of the Director of Development and Regeneration and Borough Solicitor which provided an update on the Council's proceedings in relation to land to the East of Prescott Road, Aughton.

A motion from Councillor Hodson was circulated at the meeting.

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

RESOLVED (A) That the granting of permission to proceed with the legal challenge (and listing of the full hearing of the substantive challenge, at Manchester High Court, on 4 July 2017) be noted.

- (B) That Counsel's Further Opinion (Appendix B to the report) and recent developments as outlined in paragraph 4 to the report, be noted.
- (C) That the Council continue proceedings to challenge the Planning Inspectorate's appeal decision regarding land to the east of Prescott Road, Aughton.
- (D) That the Director of Development and Regeneration and the Borough Solicitor be given delegated authority in consultation with the Leader and Portfolio Holder for Planning to undertake any necessary actions in relation to the proceedings referred to in (C) above.

Note

No representations had been received in relation to the above item being considered in private.

.....
Leader



**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE:
2 MARCH 2017**

CABINET: 14 MARCH 2017

Report of: Borough Transformation Manager and Deputy Director of Housing & Inclusion

Relevant Portfolio Holder: Councillor I Moran

**Contact for further information: Ms A Grimes (Extn. 5409)
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q3 2016/17)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 December 2016.

2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

2.1 That the Council's performance against the indicator set for the quarter ended 31 December 2016 be noted.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance against the indicator set for the quarter ended 31 December 2016 be noted.

3.2 That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 2 March 2017.

4.0 CURRENT POSITION

- 4.1 Members are referred to Appendix A of this report detailing the quarterly performance data.
- 4.2 32 data items are reported quarterly, two of these are data only. Of the 30 PIs with targets reported:
- 18 indicators met or exceeded target
 - 2 indicators narrowly missed target; 4 were 5% or more off target
 - 6 indicators have data unavailable at the time of the report (*NI 191 Residual household waste ; NI 192 Percentage of household waste; NI 195b Improved street and environmental cleanliness (levels of detritus); WL01 Missed Bins; WL06 Removal of fly tips; WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks*)

As a general comparison, Q3 performance in 2015/16 gave 19 (from 32) indicators on or above target (to enable a comparison these figures do not include outturn information for NI195c and NI195d as these indicators are no longer monitored quarterly for 16/17).

- 4.3 Performance plans prepared by service managers are already in place for those indicators where performance falls short of the target by 5% or more for this quarter, if such plans are able to influence outturn and will be relevant for future monitoring purposes.
- 4.4 These plans provide the narrative behind the outturn and are provided in Appendices B1-B3. Where performance is below target for consecutive quarters, plans are revised only as required, as it is reasonable to assume that some remedial actions will take time to make an impact. Progress on actions from previous Performance Plans are provided in Appendix C.
- 4.5 For those PIs that have flagged up as 'amber' (indicated as a triangle), an assessment has been made at head of service level based on the reasons for the underperformance and balancing the benefits of implementing an performance plan versus resource implications. This is indicated in the table.
- 4.6 The performance indicator data appended to this report details the council's quarterly performance against key performance indicators. The performance information aims to help demonstrate performance against the corporate priorities as well as providing some service-specific information. The full suite of indicators for 2016/17 was agreed by Cabinet in March 2016. Annual outturn for the full suite is reported to Council within the Annual Report.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 5.1 The information set out in this report aims to help the Council improve service performance and is consistent with the Sustainable Community Strategy aim of providing good quality services that are easily accessible to all.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

7.0 RISK ASSESSMENT

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

Background Documents

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

Equality Impact Assessment

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

Appendices

- Appendix A – Quarterly Performance Indicators for Q3 September-December 2016/17
- Appendix B – Current Performance Plans
- Appendix C – Actions from Previous Performance Plans
- Appendix D – Minute of Corporate and Environmental Overview & Scrutiny Committee – 2 March 2017 (*Cabinet only*)

Corporate & Environmental Overview and Scrutiny Committee, 2 March 2017
Item 16, Quarterly Performance Indicators (Q3 2016/17)

Additional outturn information became available after the publication of the committee papers. With the inclusion of this information, section 4.2 of the report would now read:

4.2 32 data items are reported quarterly, two of these are data only. Of the 30 PIs with targets reported:










- 23 indicators met or exceeded target*
- 2 indicators narrowly missed target; 4 were 5% or more off target*
- 1 indicator has data unavailable at the time of the report (NI 192: Percentage of household waste sent for reuse, recycling and composting)*

As a general comparison, Q3 performance in 2015/16 gave 19 (from 32) indicators on or above target (to enable a comparison these figures do not include outturn information for NI195c and NI195d as these indicators are no longer monitored quarterly for 16/17).









The additional data was all within target and therefore 'green':













- NI 191: Residual Household Waste per household (kg) - 121.6 kg (target less than 125kg)
- WL01: No. Residual bins missed per 100,000 collections - 78.68 (target less than 80)
- WL06: Average time taken to remove flytips - 1.03 days (target less than 1.09 days)
- NI195b: Improved street and environmental cleanliness (detritus) - 2.96% (target less than 5%)
- WL122: Vehicle operator licence checks carried out within 6 weeks - 100% (target 100%)

APPENDIX A: QUARTERLY PERFORMANCE INDICATORS



| PI Status | | | Performance against same quarter previous year | | |
|---|--------------------------------|----|---|--------------------------|----|
|  | OK (within 0.01%) or exceeded | 18 |  | Improved | 15 |
|  | Warning (within 5%) | 2 |  | Worse | 9 |
|  | Alert (by 5% or more) | 4 |  | No change | 2 |
|  | Data only | 2 | / | Comparison not available | 0 |
|  | Awaiting data | 6 |  | Awaiting data | 6 |
| N/A | Data not collected for quarter | 0 | | | |
| Total number of indicators | | 32 | | | |

Shared Services ¹

| PI Code & Short Name | Q3 2014/15 | Q4 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------|---|---|---|
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| R1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd) | 8.23 | 6.62 | 8.89 | 8.07 | 8.00 | 7.02 | 7.22 | 7.24 | 8.10 | 12.00 | |  |  |
| B2 Overpayment Recovery of Housing Benefit overpayments (payments received) (ytd) | £130,906 | £203,868 | £67,408 | £149,382 | £207,159 | £276,577 | £79,368 | £157,338 | £225,685 | £123,697 | |  |  |
| R1 % of Council Tax collected | 83.60% | 96.03% | 29.64% | 56.69% | 84.37% | 97.02% | 29.38% | 56.67% | 84.38% | 85.90% | This target remains exceptionally challenging and has been further impacted this year due to the closure of the local magistrates court, which has delayed summonses being issued and impacted on the ability to pursue non-payment cases and subsequent collection rates. No plan attached since any action for improvement is managed through contractual meetings. |  |  |
| R2 % council tax previous years arrears collected | 27.34% | 33.56% | 8.97% | 25.31% | 32.64% | 37.31% | 9.98% | 17.3% | 22.54% | 20.7% | |  |  |

| PI Code & Short Name | Q3 2014/15 | Q4 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|--|---|---|
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| R3 % of Non-domestic Rates Collected | 83.29% | 96.40% | 28.09% | 54.83% | 80.41% | 98.32% | 29.27% | 56.87% | 82.98% | 81.85% | |  |  |
| R4 % Sundry Debtors % of revenue collected against debt raised | 86.49% | 90.73% | 72.00% | 83.67% | 88.84% | 95.00% | 66.42% | 72.43% | 80.87% | 76.25% | |  |  |
| ICT1 Severe Business Disruption (Priority 1) (ytd) | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 99.0% | |  |  |
| ICT2 Minor Business Disruption (P3) (ytd) | 99.0% | 99.0% | 99.0% | 99.0% | 98.0% | 98.0% | 98.0% | 97.0% | 98.0% | 97.0% | |  |  |
| Page 2022 T3 Major Business Disruption (P2) (ytd) | 100.0% | 100.0% | 100.0% | 100.0% | 89.0% | 92.0% | 100.0% | 92.0% | 94.0% | 98.0% | The small number of incidents in this category means that achieving the annual SLA will be extremely difficult. Within month performance has been 100% for 8 of the 9 months year to date. No plan attached since any action for improvement is managed through contractual meetings. |  |  |
| ICT4 Minor Disruption (P4) (ytd) | 99.0% | 99.0% | 99.0% | 99.0% | 97.0% | 98.0% | 99.0% | 99.0% | 99.0% | 98.0% | |  |  |

| |
|--------------------------------|
| Finance and HR Services |
|--------------------------------|

| PI Code & Short Name | Q3 2014/15 | Q4 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|----------|---|---|
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| WL_121 Working Days Lost Due to Sickness Absence ^{2, 3} | 7.84 | 8.74 | 9.63 | 10.43 | 10.47 | 9.64 | 8.89 | 7.61 | 7.40 | 8.08 | |  |  |

Development & Regeneration Services

| PI Code & Short Name | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|----------|----------------------|---------------------|
| | 2014/15 | 2014/15 | 2015/16 | 2015/16 | 2015/16 | 2015/16 | 2016/17 | 2016/17 | 2016/17 | | | | |
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| NI 157a Processing of planning applications: Major applications | 44.44% | 62.50% | 100% | 100% | 100% | 81.82% | 100% | 92.31% | 71.43% | 65.00% | | ↓ | ✓ |
| NI 157b Processing of planning applications: Minor applications | 70.59% | 80.88% | 72.22% | 66.15% | 67.14% | 62.26% | 70.97% | 91.67% | 96.49% | 75.00% | | ↑ | ✓ |
| NI 157c Processing of planning applications: Other applications | 84.51% | 88.71% | 85.03% | 83.33% | 81.82% | 80.00% | 85.95% | 96.64% | 92.68% | 85.00% | | ↑ | ✓ |

Housing & Inclusion Services

| PI Code & Short Name | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---|----------------------|---------------------|
| | 2014/15 | 2014/15 | 2015/16 | 2015/16 | 2015/16 | 2015/16 | 2016/17 | 2016/17 | 2016/17 | | | | |
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| TS1 % Housing repairs completed in timescale | 96.58% | 97.36% | 97.04% | 96.11% | 97.02% | 95.38% | 94.93% | 97.42% | 98.13% | 97.00% | | ↑ | ✓ |
| HS13 % LA properties with CP12 outstanding | 0.06% | 0.1% | 0.05% | 0.01% | 0.08% | 0.13% | 0.13% | 0.22% | 0.07% | 0% | Reported performance is an average from months in the period. Target based on legal requirement for all eligible properties to have certificate. Performance Plan attached at Appendix B1 | ↑ | ⊘ |
| TS1 Rent Collected as a % of rent owed (excluding arrears b/f) | 98.18 | 98.65 | 102.3 | 100.12 | 99.74 | 99.81 | 102.3 | 99.96 | 99.96 | 97.00 | | ↑ | ✓ |
| TS24a- Average time taken to re-let local authority housing (days) - GENERAL NEEDS | 22.77 | 29.42 | 26.63 | 25.93 | 26.97 | 32.75 | 19.80 | 20.69 | 27.63 | 28.00 | | ↓ | ✓ |
| TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS | 65.66 | 92.24 | 60.33 | 63.09 | 24.89 | 77.62 | 44.82 | 100.94 | 267.00 | 65.00 | Performance Plan attached at Appendix B2 | ↓ | ⊘ |

Leisure & Wellbeing Services

| PI Code & Short Name | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|----------|----------------------|---------------------|
| | 2014/15 | 2014/15 | 2015/16 | 2015/16 | 2015/16 | 2015/16 | 2016/17 | 2016/17 | 2016/17 | | | | |
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| WL08a Number of Crime Incidents | 1,277 | 1,105 | 1,120 | 1,169 | 1,271 | 1,205 | 1,359 | 1,224 | 1,388 | | | | |
| WL_18 Use of leisure and cultural facilities (swims and visits) | 254,704 | 322,129 | 314,915 | 303,157 | 215,442 | 331,443 | 307,707 | 311,904 | 245,996 | | | | |

Street Scene Services

| PI Code & Short Name | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---|----------------------|---------------------|
| | 2014/15 | 2014/15 | 2015/16 | 2015/16 | 2015/16 | 2015/16 | 2016/17 | 2016/17 | 2016/17 | | | | |
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| NI 191 Residual household waste per household (Kg) ⁴ | 129.69 | 117.6 | 122.66 | 124.96 | 138.46 | 131.82 | 121 | | | 125 | Awaiting external confirmation of data. | | |
| NI 192 Percentage of household waste sent for reuse, recycling and composting ⁴ | 41.66% | 41.08% | 51.08% | 51.37% | 41.81% | 40.61% | 54.16% | | | 50.00% | Awaiting external confirmation of data. Traditionally Q1 and Q2 provide the highest composting figures. | | |
| NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter | 1.00% | .33% | N/A | 1.17% | 1.17% | 2.00% | N/A | 1.33% | 1.11% | 1.61% | Survey carried out three times each year. No data for Q1. | | |
| NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus | 2.50% | 8.89% | N/A | 3.41% | 5.97% | 5.47% | N/A | 3.24% | | 5.00% | Survey carried out three times each year. No data for Q1. Delays in data verification | | |
| WL01 No. residual bins missed per 100,000 collections | 85.20 | 74.23 | 81.12 | 93.34 | 87.42 | 97.41 | 73.06 | 82.74 | | 80.00 | Delays in data verification | | |

| PI Code & Short Name | Q3 2014/15 | Q4 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|-----------------------------|----------------------------|------------------------|
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| WL06 Average time taken to remove fly tips (days) | 1.08 | 1.09 | 1.07 | 1.05 | 1.06 | 1.08 | 1.07 | 1.01 | | 1.09 | Delays in data verification | | |
| WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | 100% | Delays in data verification | | |

Transformation & Support Services

| PI Code & Short Name | Q3 2014/15 | Q4 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | Current Target | Comments | Q3 16/17 vs Q3 15/16 | Quarter Performance |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|--|----------------------------|------------------------|
| | Value | Value | Value | Value | Value | Value | Value | Value | Value | | | | |
| BV8 % invoices paid on time | 98.73% | 99.27% | 99.06% | 98.65% | 99.28% | 98.36% | 98.54% | 98.33% | 98.65% | 98.75% | November and December outturns were within target. Head of Service's amber assessment: performance plan not required. | | |
| WL19bii Direct dial calls answered within 10 seconds ² | 82.13% | 82.28% | 81.34% | 80.79% | 82.35% | 81.00% | 80.15% | 79.95% | 82.41% | 82.21% | This relates to 51,308 calls. | | |
| WL90 % of Contact Centre calls answered | 91.1% | 91.6% | 90.6% | 93.8% | 92.4% | 91.1% | 92.2% | 94.6% | 93.7% | 91.0% | | | |
| WL108 Average answered waiting time for callers to the contact centre (seconds) | 44.00 | 31.00 | 43.00 | 23.00 | 37.00 | 60.00 | 64.00 | 47.00 | 58.00 | 50.00 | During this period we have had periods of sickness absence. We also have a vacant post, which has had to be re-advertised due to lack of suitable candidates to shortlist. Performance Plan attached at Appendix B3 | | |

Notes:

¹ Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. Performance plans are not provided since actions planned to improve performance are discussed and managed through contractual monthly Quality of Service meetings. ICT data and RBS data reflect progress to year end.

² WL19bii / WL121: Data does not include BTLS seconded staff.

³ WL_121: From 2016/17, quarter data shows a rolling 12 month outturn against the annual target rather than 'within quarter' performance. Outturns of previous quarters re-stated to show this.

⁴ NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures.

'NI' and 'BV' coding retained for consistency/comparison although national reporting no longer applies.

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet in March 2016 for 2016/17:

- TS24a Average time taken to re-let local authority housing (Supported Needs) – target changed from 50 to 65 to take account of low demand for sheltered housing;
- WL108 Average answered waiting time for callers – target changed from 30 to 50s to reflect increased demand on operator time resulting from increased resolution at first point of contact;
- WL121 Working days lost to sickness absence – outturn period changed from 'within quarter' performance to match internal management reports showing rolling 12 month 'outturn' against the annual target, previous quarter outturns restated to reflect this;
- NI 191 Residual household waste per household – target changed from 495 to 500kg to reflect increase in street litter collected and increase in waste presented for collection;
- NI 195c Improved street and environmental cleanliness (levels of graffiti) – indicator deleted as assessment includes private property where there is no control;
- NI 195d Improved street and environmental cleanliness (levels of fly posting) – indicator deleted as assessment includes private property where there is no control;
- BV8 % invoices paid on time – target changed from 98.24% to 98.75%

| PERFORMANCE PLAN | |
|--|---|
| Indicator | HS13: % LA properties with CP12 outstanding |
| Reason(s) for not meeting target | |
| Inability to gain access to properties. | |
| Additional Commentary | |
| <p>A process is in place to ensure that Landlord Gas Safety checks are carried out. This results in a notice seeking possession being issued and potentially eviction through the courts.</p> <p>The time taken for this process to be completed results in a minor amount of properties going beyond 12 months between services, this is despite the Council operating on a 10 month cycle.</p> | |
| Proposed Actions | |
| <ul style="list-style-type: none"> • Form a working group. Involving Legal, Property Services, Housing Operations and the councils heating contractor. • Review current processes • Review best practice from other organisations. • Make recommendations for changes to the process. | |
| These actions should impact on performance once recommendations are implemented. | |
| Resource Implications: Officer time | |
| Priority: High | |
| Future Targets The target will remain 0% based on legal requirements. | |
| Action Plan | |
| Tasks to be undertaken | Target Completion Date |
| <ul style="list-style-type: none"> • Form a working group. Involving Legal, Property Services, Housing Operations and the Councils heating contractor. | March 2017 |
| <ul style="list-style-type: none"> • Review current processes with the group | May 2017 |
| <ul style="list-style-type: none"> • Review best practice from other organisations with the group. | June 2017 |
| <ul style="list-style-type: none"> • Make recommendations for changes to the process. | July 2017 |
| <ul style="list-style-type: none"> • Implement changes. | September 2017 |

| PERFORMANCE PLAN | |
|---|---|
| Indicator | TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS |
| Reason(s) for not meeting target | |
| <p>As the indicator is an average, every time a long term sheltered void is let this has a negative impact and significantly increases the reported performance. Therefore achieving a letting of a long term void which could be seen as an achievement has a negative effect performance.</p> | |
| Additional Commentary | |
| <p>Demand for sheltered accommodation can fluctuate and is heavily influenced by geographical area and accommodation type. Despite having a programme of declassifying some sheltered stock to general needs accommodation this still remains an issue. The Council recently invested in Evenwood Court and we have seen an improvement in demand for this scheme.</p> <p>The Council are also in the process of considering options for the sheltered accommodation scheme at Hall Green Close, Upholland.</p> <p>The actions proposed aim to reduce the number of empty sheltered properties, this may not however not always equate to a lower average turnaround in the short or medium term.</p> | |
| Proposed Actions | |
| <ul style="list-style-type: none"> • Hall Green Close Redevelopment • Appraisal of sheltered bedsit accommodation • Marketing of vacancies using local press, leafleting and direct marketing to housing applicants • Promotion of the scheme through local agencies, partners and directly to applicants • Continue a programme of open days at schemes with lower demand • Improve appearance of vacant flats through selective redecoration • Investigate options for reducing age limit from 60 to 55 years for selected Category 1 sheltered accommodation. | |
| These actions should impact on performance from September 2017 (Q2) | |
| Resource Implications | |
| Marketing and promotion of the schemes can be done within existing resources. Implications for any redevelopment of schemes would be considered separately. | |
| Priority: High | |
| Future Targets: | |
| This PI will be monitored at service level. The proposed corporate QPI will now focus on void rent loss | |

| Action Plan | |
|---|------------------------|
| Tasks to be undertaken | Completion Date |
| Hall Green Redevelopment | Ongoing |
| Appraisal of sheltered bedsit accommodation | June 2017 |
| Marketing of vacancies using local press, leafleting etc | Ongoing |
| Promotion of the scheme through local agencies, partners and directly to applicants | July 2017 |
| Continue a programme of open days at low demand schemes | September 2017 |
| Improve appearance of vacant flats through selective redecoration | Ongoing |
| Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation. | June 2017 |

| PERFORMANCE PLAN | |
|--|--|
| Indicator | WL108 – Average waiting time for callers to the Contact Centre (seconds) |
| Reasons for not meeting target | |
| The target was missed by 8 seconds. During the period, there has been some sickness absence and two vacant posts unfilled. | |
| Additional commentary | |
| The vacant posts were initially advertised in December and had to be re-advertised due to lack of suitable candidates. There will be continued close monitoring of call handling times and management of sickness absence in line with the Council's absence management policy. | |
| Proposed Actions | |
| <ul style="list-style-type: none"> • Recruitment to vacant posts | |
| Resource Implications | |
| Within existing budgets | |
| Priority | |
| High | |
| Future Targets | |
| Since this PI was introduced the contact centre service has developed to provide greatly increased call resolution at first point of contact which has resulted in call duration being longer. Whilst maintaining an efficient contact centre remains integral to our customer service, the resourcing of this needs to be balanced with the promotion of other access routes for services via the Council's digital by preference initiative and the drive for channel shift. The current target will be reviewed based on performance during the year. | |
| Action Plan | |
| Tasks to be undertaken | Completion Date |
| Recruitment to vacant posts <ul style="list-style-type: none"> • January appointments should have some impact on performance during Q4 (Jan-Mar), although staff will need to undertake full training | January 2017 |

APPENDIX C ACTIONS FROM PREVIOUS PERFORMANCE PLANS

| Indicator | Task created following Q | Tasks to be undertaken | Completion Date | Progress | Comment/Impact |
|---|--------------------------|---|--|---|--|
| NI157 Processing of planning applications | Q1 | Temporary maternity cover for 2 posts / return of maternity staff | Staff on maternity leave are currently anticipated to return in April 2017 | 1 post was filled. Existing P/T staff have increased hours. | Performance has been on target for Q2 and Q3 with no revision of performance plan. |
| WL121 Working Days Lost Due to Sickness Absence Page 2031 | Q1 | A high level review of the Council's approach to Absence management will be conducted in order to improve performance, including reviewing the policy along with a range of health and well being initiatives | March 2017 | Now in progress and ongoing | Performance has been on target for Q2 and Q3 with no revision of performance plan. |
| | Q1 | Develop an eLearning tool for managers on health and safety in the workplace, which will offer advice to prevent illness, accidents and resultant absence. | February 2017 | To launch 27 February 2017 | |
| | Q1 | An e-learning system is about to be implemented, which can be used to provide more effective training on sickness management. | February 2017 | To launch 27 February 2017 | |

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

There were no performance plans relating to the Q2 report.



CABINET: 14 MARCH 2017
EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 30 MARCH 2017
COUNCIL: 26 APRIL 2017

Report of: Chief Executive

Relevant Portfolio Holder: Councillor I Moran

Contact for further information: Ms K Webber (Extn. 5005)
(E-mail: Kim.Webber@westlancs.gov.uk;
Alison.Grimes@westlancs.gov.uk)

SUBJECT: COUNCIL PLAN 2017-18

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the “Council Plan 2017-18” (Appendix A).

2.0 RECOMMENDATIONS TO CABINET

2.1 That the “Council Plan 2017-18” attached as Appendix A to this report be approved and referred to Council for adoption.

2.2 That authority is given to the Chief Executive in consultation with the Leader to make any final amendments to the document, prior to publication.

2.3 That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30 March 2017.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY

3.1 That the “Council Plan 2017-18” attached at Appendix A to the report be considered and that agreed comments be referred to Council on 26 April 2017 for consideration.

4.0 RECOMMENDATIONS TO COUNCIL

4.1 That the “Council Plan 2017-18” attached at Appendix A to the report be adopted.

5.0 BACKGROUND AND CURRENT POSITION

- 5.1 In April 2016, Council adopted the second year of the 2015-18 Council Plan. This set out the Council's vision, values and priorities, together with key projects for 2016/17. The Plan enabled the Council to communicate its direction with the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities also assists effective planning within Services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.
- 5.2 The draft 2017/18 Plan attached at Appendix A refreshes the 2015-18 Council Plan for its final year to provide the Council's strategy actions and key measures for the 2017/18 year.
- 5.3 Progress against the Council Plan will be monitored with six-month reports provided through Members Updates against a detailed delivery plan, and a full Annual Report to Council.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 6.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The report has various links to the Sustainable Community Strategy through the wide range of actions contained within it. The vision, values, priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 The Council Plan 2017/18 appended to this report will ensure the Council is able to continue to pursue its objectives, within the resources available. An agreed Council Plan for 2017/2018 will assist in shaping budget decisions and enable clear priorities to be set for services.

8.0 RISK ASSESSMENT

- 8.1 The difficult financial position facing Councils, together with changing legislative requirements and the regional agenda, means that having a clear statement of Council priorities is particularly important. By having well-defined priorities, attention and resources can be effectively focussed on achieving the Council's core objectives.

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 A: "Council Plan 2017-18" (version dated 20.02.17)

Appendix B: Equality Impact Assessment

Appendix C: Minute of Cabinet 14 March 2017 (Executive Overview and Scrutiny Committee only) – to follow

Appendix D – Minute of Executive Overview and Scrutiny Committee 30 March 2017 (Council only) – to follow



**Council Plan
2017-18**

Version 20.02.17

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Introduction

Leader of the Council's Comment

We are ambitious for West Lancashire. Our vision for the borough establishes a clear set of priorities and key projects for making a positive impact. Our priorities have breadth, considering economic, environmental and social factors. They are also realistic given that they recognise the essential expertise and input from both public and private sector partners for their successful delivery. Positive outcomes will be achieved most efficiently by working in partnership towards shared objectives in a leading or supporting role.

In providing a focus for the authority we are able to effectively target resources. This is becoming ever more critical given the unprecedented changes to local government finance. Phasing out of grants and increasing reliance on local funding sources has put financial pressures on council services as never before. To maintain and improve performance in some priority areas, a range of new ways of working and options for income must come from our innovative and commercially-minded approach to services. The preliminary work around options for a Development Company and partnership work to improve the Tawd Valley Park are two examples of this. We need sufficient scope to enable us to structure operations and provide sustainable essential services that meet modern demands whilst limiting service reductions.

Significant challenges lie ahead such as lobbying hard for a sustainable solution, at no cost to Council taxpayers, in Alt Crossens, continuing to manage the changes to the Housing Revenue Account, and keeping abreast of the proposals for business rates reform and the impact of Britain's exit of the EU on local government. We see great opportunities for the borough, since we are well-placed to take

advantage of the exciting developments of the Northern Powerhouse and Liverpool Superport. By working in particular with businesses, Lancashire councils, the Lancashire Local Enterprise Partnership and also with other neighbouring authorities in the Liverpool and Manchester City Regions, we will continue to deliver economic growth for the borough and ensure that we continue to perform well against comparator areas.

West Lancashire has much to celebrate and we are optimistic and ambitious for the future. We will continue to listen to communities and stakeholders' views and maximise the opportunities for people to engage with us, for example by ensuring that engagement routes for our tenants remain appropriate and extending our use of social media and digital technology. Our priorities are relevant to the whole of the borough and we aim to get results and make a difference for all – our businesses, our places and our people.



Councillor Ian Moran
Leader of West Lancashire Borough Council

Chief Executive's View

We have made good progress during 2016/17 on our priority projects and will continue to build on this throughout 2017/18. The senior management team continues to provide the impetus to drive forward the Council's top priorities: Ambitious for our Economy, our Environment and for Health and Wellbeing. It will continue to underpin delivery of our major strategies and plans including the Economic Development Strategy, Ormskirk Town Centre Strategy, Health and Wellbeing Strategy, Local Plan, Skelmersdale Vision, Housing Business Plan and Digital by Preference initiative whilst supporting development of new areas of work for example in Tawd Valley and Well Skelmersdale.

Balancing the budget remains a chief consideration. The government has indicated that it will no longer provide revenue support grant by 2020, and that Councils will need to raise all their income locally and become financially self-sustaining. Our Policy Options approach continues to be critical going forward. Guided by our corporate vision and priorities, further options will need to be developed to create additional income, make efficiency improvements and reshape services. We will then invite the public to consider and comment on the implications. Members then have the opportunity to take public, partners' and staff views into consideration when making what will be increasingly difficult decisions.

We continue to look outside the authority for opportunities to work with others on service delivery. Strategically we have been very much involved in the Lancashire Combined Authority in its transitional 'shadow' form, whilst continuing to play an active role as an Associate member in the Liverpool City Region Combined Authority, therefore ensuring that West Lancashire is fully engaged with these regional developments.

As Chief Executive, my focus remains on providing strategic and corporate senior management leadership to staff within the Council, working with the Directors and staff, Councillors and partners to deliver the Council's vision and objectives.

Our joined up 'One Council' culture will continue to be central to this, as will the involvement and development of staff – our key resource. I look forward to working with Members, staff and partners to deliver this plan over the next year.



Kim Webber
Chief Executive

Financial Position

*[**Text from the Borough Treasurer to follow after Local Government Finance Settlement is published/analysed.**]*

(est mid March)

Organisational Overview

West Lancashire is served by a Borough Council, County Council, 20 Parish Councils and one Parish Meeting. As a Borough Council, working in partnership with these organisations as well as the police, fire service, NHS, businesses, schools, colleges, university and other stakeholders is vital for delivering lasting improvements for the benefit of the borough.

The Borough Council provides services for around 112,740 people or 48,900 households (including around 6,058 council homes) as well as businesses and organisations. Services are delivered by around 465 full time equivalent staff (not including employees managed through our secondment agreement with Lancashire County Council/BT Lancashire Services).

As well as focusing on service delivery, we aim to improve how efficiently we function as an organisation. We will therefore continue with our Policy Options process to examine opportunities for efficiencies, savings and income generation.

The organisation's success depends on our staff. We are committed to ensuring that staffing levels are appropriate for delivering services, and that the workforce is equipped to meet our commitments to the community and wider stakeholders, whilst fulfilling their own potential. We will continue to develop the Leadership and Development programme for managers including via the implementation of a new e-learning system which will complement our existing training methods.

The Human Resources Strategy and Workforce Plan demonstrate the Council's commitment to aligning its workforce planning with corporate and financial planning cycles for greatest efficiency.

Council policy is determined by Councillors, with advice from officers. The Cabinet is the Executive Councillor body for the Council. The Cabinet and senior management structures and responsibilities are provided overleaf.

MEMBERS OF THE CABINET WITH PORTFOLIOS



Leader of the Council
Councillor Ian Moran

Chairman of the Cabinet; community leadership; partnership working including One West Lancs; major policy issues not specified within other portfolios; matters of urgency; liaison for management issues. Liaison for: LGA; DCN; other Lancashire & neighbouring authorities; Parish Councils; town twinning; Lancashire & Liverpool LEAs; Marketing Lancashire. Economic Regeneration: town centre developments; external funding & inward investment; borough marketing; business grants & training advice; corporate & commercial property portfolio; asset management; valuation advice; rating appeals. Legal & democratic services: corporate procurement; Freedom of Information. Transformation: service design; customer relations; consultation & community engagement; press/media; Corporate planning & performance; ICT and revenues & benefits services, including LCC/BTLS contract.



Portfolio Holder for Health and Community Safety
Councillor Kevin Wright

Commercial Safety: health promotion, health & safety and food safety. Public Protection and Licensing: licensing for taxis, public entertainment/alcohol, charities etc; pest control and animal welfare. Environmental Protection: environmental monitoring & sampling; public health; pollution control; nuisance complaints; foul drainage & private sewers; flytipping; dog control; unsanitary premises; disposal of the dead; emergency planning/business continuity. Private Sector Housing: renovation & disabled facilities grants; home energy efficiency; Home Care Link; homelessness; unfit homes. Community safety. Social cohesion.



Deputy Leader and Portfolio Holder for Leisure and Human Resources
Councillor Yvonne Gagen

Properties held and the services delivered for sports development, swimming pools, sports centres, arts development, the Chapel Gallery, playgrounds and community centres. Leisure Trust Partnership. Countryside service; golf course, formal parks, open spaces, rights of way, environmental improvements. Outdoor recreation; facilities and services in partnership to develop local communities. Children's services; Voluntary sector grants. Human Resources; equalities.



Portfolio Holder for Older People
Councillor Terry Aldridge

Older People's Champion encouraging and supporting active, independent and healthy lives. Raising the profile of and needs of older people; involving older people in the development of relevant council policies and service design; promoting positive images of older people as citizens; liaison with older peoples' networks and organisations.



Portfolio Holder for Planning
Councillor John Hodson

Planning policy; Local Development Framework; development control, building control & enforcement; conservation of built & natural environment; arboricultural & landscape services. Council-owned unadopted footways, highways & grit bins; liaison with utility companies/Highway Authority for highway works & transport issues; off-street public car parking & enforcement; Ormskirk market & bus station; land drainage & coastal engineering; 'green' & sustainability issues.



Portfolio Holder for Street Scene
Councillor Kevin Wilkie

Transport: fleet/ garage/depot facilities; street cleansing; grounds maintenance; stores. Waste disposal & recycling duties as a waste collection authority; waste management, including through partnership; domestic & trade refuse; green waste & recyclables collection; farm round.



Portfolio Holder for Housing and Landlord Services
Councillor Jennifer Patterson

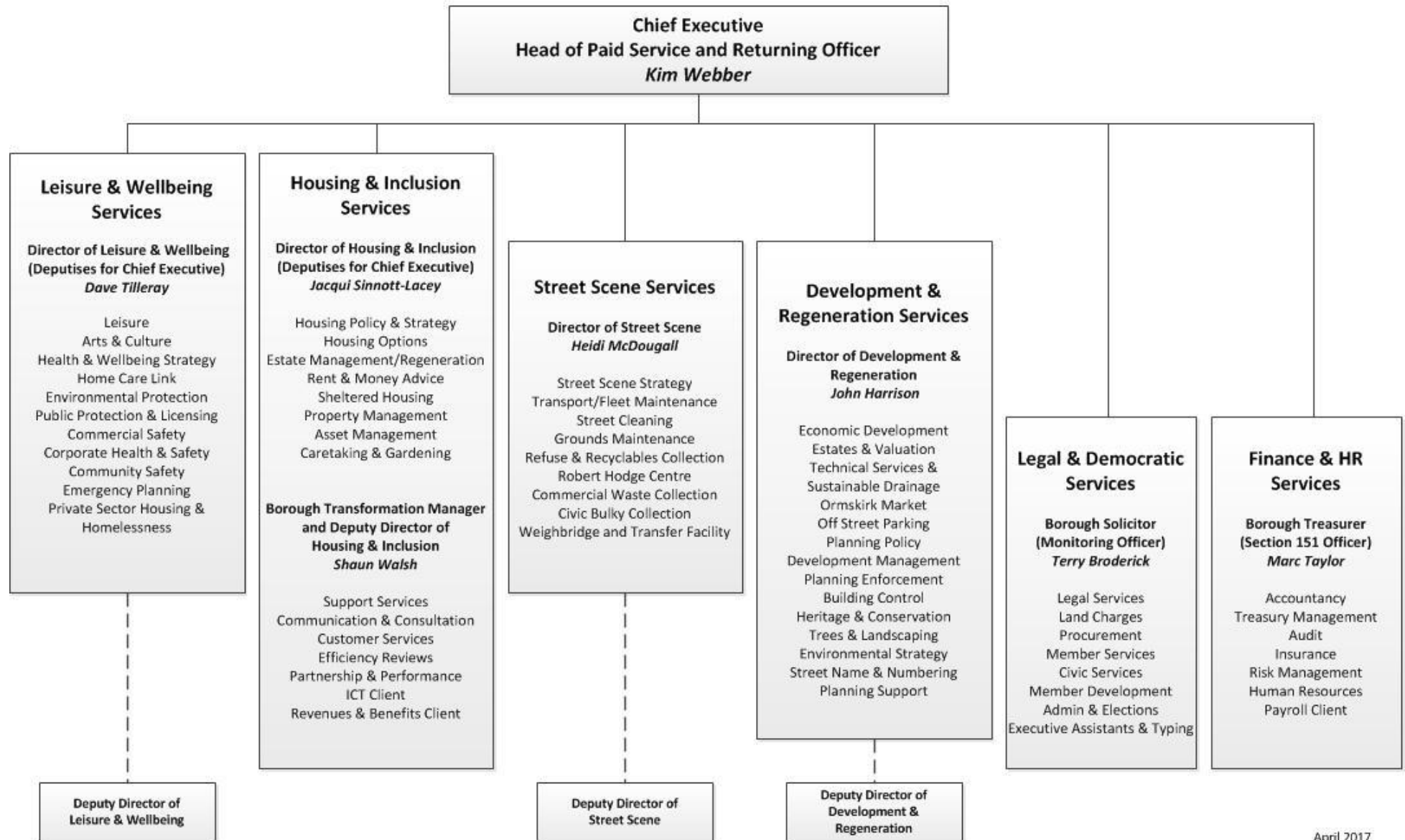
Public sector housing: repairs & maintenance; housing allocations; tenancy management; rent & money advice; sheltered housing; tenant empowerment/participation. Housing strategy; housing advice service; Supporting People Initiative. Links with social services, health providers and regulatory bodies. Housing finance including self-financing business plan.



Portfolio Holder for Finance
Councillor Chris Wynn

Accounting services; capital and revenue estimates and budgeting; performance against budget; annual statement of accounts; treasury management; internal audit; risk management & insurance; data quality; value for money.

SENIOR OFFICER MANAGEMENT STRUCTURE



Page 2043

Summary plan and projects 2017-18

Vision: To be a Council which is ambitious for West Lancashire

- Values:**
- Enterprising – being innovative and creative, delivering lasting improvements
 - Inclusive – working in partnership to benefit West Lancashire, and being open and involving in the way decisions are made
 - Equality – promoting equality and reducing inequality
 - One Council – adopting a co-ordinated approach
 - Caring – valuing and developing employees

Priorities & Key Projects:

Ambitious for our Economy

Retain and grow jobs, increase skills levels and encourage business and wealth

- Skelmersdale Vision
- Land Auction
- Economic Development Strategy & Delivery
- Ormskirk Town Centre Strategy & Delivery
- Partnership working for infrastructure delivery identified in West Lancashire Highways and Transport Masterplan
- Combined Authority for Lancashire
- Engagement with Liverpool City Region
- Branding of Skelmersdale & Ormskirk
- Local Plan Review

Ambitious for our Environment

Enhance the built and physical environment, and its cleanliness

- Key site developments
- Estates Revival - Beechtrees
- Housing New Build Programme
- Private Sector Housing Strategy
- Development Company – Options Appraisal
- Street Scene Priority Projects
- Street Scene Strategy Development
- Community Safety Partnership Initiatives
- Tawd Valley Improvements
- Car Park Management & Enforcement Review

Ambitious for Health and Wellbeing

Improve the health and wellbeing of local communities

- Leisure Strategy & Delivery
- West Lancashire Health & Wellbeing Strategy Development
- Well Skelmersdale Project
- Housing Capital Programme
- Sheltered Housing
- Digital Inclusion Strategy & Delivery
- Tenants' Financial Inclusion Strategy & Delivery
- Homelessness Strategy

West Lancashire – Ambitious for All - our businesses, our places, our people

Delivering the Plan

Working to agreed priorities provides a clear strategic direction for the organisation and allows resources to be targeted in the most effective and efficient way. Our plan allows us to co-ordinate financial and staffing requirements and helps us develop and monitor our activities. An annual refresh of the plan maintains its currency. Our key projects during 2017/18 will contribute towards achieving our priorities. Progress on the projects including the key measures and targets will be monitored and reported on during the year.

Priority: Ambitious for our Economy

We will work with businesses and partners to retain and grow jobs, increase skills levels and encourage business and wealth.

Measures and projects for 2017/18 include:

- Influence overall employment rate and claimant count
- Support for apprenticeships
- Review the West Lancashire Visitor Economy
- Work to ensure that stakeholders are satisfied with West Lancashire as a place to operate their organisation or business in.

Skelmersdale Vision

Securing regeneration in the form of new commercial, leisure and residential development alongside existing property and environmental enhancements across a large area of land within and surrounding Skelmersdale town centre. The project is being

implemented in partnership with the Homes and Communities Agency, LCC and St Modwen. The scheme will bring forward an enhanced Skelmersdale town centre with improved night-time economy and attractive public realm.

- Progress scheme proposals following the outcome of the appeal against the judicial review.

Land Auction

The land disposal elements of a proposed national Community Land Auction model involving the Homes & Communities Agency (HCA) and the Council brings development sites forward for sale. The scheme helps meet the objectives of the Local Plan and provide capital income for the Council.

- Market and sell sites at Whalleys (Skelmersdale) in conjunction with the HCA
- Use capital receipt from sale to invest in the Skelmersdale area
- Provide a supply of ready to build housing sites.

Economic Development Strategy and Delivery

A number of significant economic regeneration activities from the Council and partners will address employment opportunities, availability of housing, environmental improvements, raising skills and training levels, provide support for indigenous businesses and attract new investment. The strategy aim is to build a prosperous Borough with skilled and trained local residents to ensure that West Lancashire continues to be a great place to live, work, study and invest.

- Support initiatives in partnership with the Skills, Training and Employment Partnership including Lancashire Sport

- Support businesses signed up to the Let's talk Employment and Skills Charter
- Encourage uptake of apprentices and placements
- Maintain links with further and higher education in the area.

Ormskirk Town Centre Strategy and Delivery

A progressive set of initiatives will ensure the long term economic and social viability of Ormskirk's town centre and improve its attractiveness as a visitor destination.

- Implement a dedicated Ormskirk website
- Monitor footfall in the town centre
- Consider the findings of the Market Town Centre Strategy for Ormskirk.

Partnership Working for Infrastructure Delivery Identified in West Lancashire Highways and Transport Masterplan

Influence and assist the progress of the infrastructure delivery identified in West Lancashire Highways and Transport Masterplan through partnership working. This will support the delivery of improvements to transport infrastructure including around rail links and roads.

- Work with LCC to complete Skelmersdale Rail Station Location Options Appraisal
- Support LCC in relation to the work on Ormskirk Town Centre Movement Strategy.

Combined Authority for Lancashire

The Combined Authority for Lancashire operated in 'shadow' format from July 2016 with the aim of being fully operational in 2017/18. Consideration is ongoing in relation to the Devolution deal for Lancashire. West Lancashire has a leading role on the Prosperous Lancashire theme, working with LCC and other Lancashire Councils. The Combined Authority, with a focus on economy, skills and transport matters, will work as one democratically accountable body to avoid duplication and provide more efficient services; create a stronger basis for bidding for funding; make best use of Council and Government money; and speed up decision-making on a pan-Lancashire basis.

- Further develop the Lancashire Plan based on the five core themes – Skilled Lancashire; Better Homes for Lancashire; Connected Lancashire; Prosperous Lancashire and Public Services Working for Lancashire
- Continue to provide the lead on the Prosperous theme
- Provide input to a Devolution deal for Lancashire.

Engagement with Liverpool City Region Combined Authority

The Council is maintaining engagement with the established Liverpool City Region Combined Authority. This will assist West Lancashire's profile and ambitions within the wider regional agenda.

- Play an active role as an Associate Member of Liverpool City Region Combined Authority
- Progress a joint strategic Housing and Employment Land Study with Liverpool City Region authorities.

Branding of Skelmersdale and Ormskirk

Developing the branding of the two main towns in West Lancashire will promote a positive picture of the borough's assets and capabilities so that West Lancashire is recognised as an improving place with aspirations. This will enhance West Lancashire's reputation as a place to live, a location to develop a business, a place to visit, a place to work and a place to study.

- Support the Skelmersdale Place Board to implement a brand / image for Skelmersdale
- Facilitate the Skelmersdale Ambassadors scheme to help develop and raise Skelmersdale's profile
- Using the market research analysis, prioritise those actions in the Ormskirk Town Centre Strategy identified as key to Ormskirk's brand development
- Develop a website for Skelmersdale with a business focus.

Local Plan Review

The Local Plan 2012-2027 will be reviewed through processes outlined within the Local Development Scheme guidance. The review will take an estimated four years and involve extensive consultation culminating in a new Local Plan and revised selected Supplementary Planning Documents. The review will ensure that West Lancashire's Local Plan remains in line with evolving national planning policy and local needs.

- Issues and options consultation
- Preferred options consultation.

Priority: Ambitious for our Environment

We will work with communities and partners to enhance the built and physical environment and its cleanliness.

Measures and projects for 2017/18 include:

- Work for resident satisfaction with household collections for domestic waste and recyclables and cleanliness of streets
- Maintain performance for bin and fly tip collections
- Continue to enforce Street Scene legislation (e.g. action around flytipping, noise, dog and littering offences).

Key Site Developments

Contributing to the regeneration of Ormskirk town centre by enhancing an important gateway into the town, the **Moor Street Gateway project** will redevelop the existing bus station and car park site. Mixed use schemes will complement a new bus station including through potential commercial, cultural, residential, employment and leisure uses. Lancashire County Council has committed some funding to upgrade the bus station element of any scheme. The Council will also be looking to work with Network Rail to improve the pedestrian link between the bus and train station.

- Secure a development partner to devise proposals for a variety of potential schemes.

The Council will also be developing proposals to build housing on the **Westec Site** in Ormskirk, adjacent to the Council offices and looking at further development opportunities for housing and employment development across the Borough.

Estates Revival - Beechtrees

Revitalising and enhancing the council estate and providing homes to create a model for how other estates can be transformed and to maintain a modernised and sustainable housing stock.

- Continue progression of the Beechtrees scheme.

Housing New Build Programme

A initial £1.7 million fund comprising around £0.5million of retained capital from the sale of council properties under the right-to-buy scheme, plus £1.2 million match funding from the Council will be used to provide the types of property that are most needed in the Borough, in ways that deliver the best possible value for money including a number of new build properties. The funding will:

- Develop options for schemes that will provide a mixture of homes for rent and purchase
- Consider the purchase of a small number of properties from the open market, to add to the Council's housing stock for rent.

This is in addition to our existing Housing Strategy's Affordable Housing budget which is committed to our partnership contract with Regenda Housing Group to deliver homes for rent that the Council can nominate to.

Private Sector Housing Strategy

Implementing the objectives of the Private Sector Housing (PSH) Strategy 2017-20 will improve the borough's PSH conditions so that residents of West Lancashire live in decent homes which are in good repair and are safe, secure, and warm. The objectives are to: raise the

quality of existing PSH stock; make the best use of existing PSH stock; and deliver the Sustainable Energy Strategy 2012-20 residential and domestic sectors in relation to PSH.

- Reduce the number in empty homes reported by Council Tax in the borough
- Encourage uptake of West Lancashire Landlord accreditation scheme
- Promote an increase in the number of privately rented properties with basic energy efficient measure installed.

Development Company – Options Appraisal

Building on the expertise and experience gained through recent Council regeneration projects, the establishment of a Development Company is being investigated for the commercial and residential redevelopment of Council-owned land and the purchase of appropriate land to develop, both in and outside the Borough. Long-term outcomes would include direct support of new and growing businesses, increased income through Council Tax and Business Rates, and employment and skills opportunities in the construction industry.

- Establish an officer working group
- Commission options appraisal and produce a business case.

Street Scene Priority Projects and Strategy Development

Improve the service to enable more responsive and sustainable operations that can enhance the appearance of the borough.

- Exploit real-time vehicle in-cab communication data to improve service
- Develop a Street Scene Strategy for the Borough.

Community Safety Partnership Initiatives

In partnership, deliver initiatives that help ensure that West Lancashire remains a safe borough to live, work and visit.

- Chair and manage the West Lancashire Community Safety Partnership
- Contribute to annual BrightSparx and Freshers Week initiatives
- Collaborate on five Community Engagement events
- Influence the reduction in total crime incidents recorded
- Help promote feelings of safety and security in the borough.

Tawd Valley Improvements

The Tawd Valley project is a significant development scheme which over 3-5 years will provide environmental and recreational improvements to Tawd Valley Park. Initial work will focus on a review of existing facilities and an environmental appraisal. Following public consultation on the options, a masterplan will be established for the development work.

- Promote resident satisfaction with parks/open spaces.

Car Park Management and Enforcement Review

Efficient off-street parking management enables cost-effective parking for the benefit of the community and businesses alike. It also contributes to wider town centre traffic management operations by providing adequate parking spaces and controlling turnover of spaces using parking time restrictions as appropriate. Technology advances in the industry have resulted in modern payment and enforcement solutions allowing the exploration of cost beneficial proposals.

- Review current pay & display parking in Ormskirk town centre
- Consider proposals to change existing operational arrangements.

Priority: Health and Wellbeing

We will work with partners to improve the health and wellbeing of local communities.

Measures and projects for 2017/18 include:

- Monitor numbers of affordable housing and net homes provided
- Achieve rent collection levels of 99% (*target tbc)
- Reduce non-decent council homes to 0.25% (*target tbc)
- Achieve 97% of repairs within timescale (*target tbc)
- Monitor time taken to re-let homes
- Promote resident satisfaction with sport/leisure facilities.

Leisure Strategy and Delivery

Following a strategic review of the cultural and leisure service, the revised Leisure Strategy's key aims and actions provide direction for the service and will result in a quality and sustainable service offer. Cultural and other leisure activities are also supported through other schemes, for example the Ormskirk Town Centre Strategy.

- Further encourage the use of leisure & cultural facilities e.g. parks & countryside events, the Chapel Gallery, sports centres
- Maintain Green Flag awards for Beacon Country Park and Coronation Park (Ormskirk).

West Lancashire Health and Wellbeing Strategy Development

Implementing a strategy will allow us to align and target our resources to most effectively support the delivery of improvements in health and/or reduce health inequalities in the borough.

- Work with the West Lancashire Health and Wellbeing Partnership and other partners
- Maintain the health promotion services in partnership with the public, private and voluntary sector to promote and improve health
- Encourage participation in Health Improvement Activities.

Well Skelmersdale Project

The Council is a partner in the Well Skelmersdale project, part of the Well North movement funded by Public Health England. It is a diverse collaboration across community, voluntary, faith, charitable, business, enterprise and public sectors committed to creating conditions that allow the community to reach its full potential by creating healthy environments for healthy living. These are environments that foster better conditions in which to live, learn, work, play, grow and socialise.

- Continue to support development of the project as a key member
- Ensure town centre regeneration work reflects Well Skelmersdale aims
- Encourage project links through the Health and Wellbeing Partnership.

Housing Capital Programme

The Capital investment programme funds works on a variety of schemes to improve existing council homes and target investment in new housing stock.

- Continue to invest in a wide variety of improvements to our council housing stock as prioritised through resident priorities and stock need
- Seek direction from the Tenant Scrutiny and Landlord Services Committee to achieve the right balance between improvements to homes and services.

Sheltered Housing

Maintain the authority's sheltered housing service in light of significant grant and budget reductions.

- Implement new support arrangements for sheltered tenants
- Encourage independent living for older tenants.

Digital Inclusion Strategy and Delivery

The strategy is a key strand of our work to encourage use of digital technology. The strategy aims to increase the proportion of residents in the borough who have basic online skills and access to the internet and to increase the uptake of West Lancashire Borough Council's digital services. The strategy will also support and contribute to the aims of the Digital Development Plan which ensures digital technology is considered in all our service developments and highlighted in other strategies, for example the Economic Development Strategy.

- Increase customer payments carried out via the Council website
- Create and encourage use and access for digital council services.

Tenants' Financial Inclusion Strategy and Delivery

The strategy supports financially excluded Council tenants affected by welfare reforms to sustain their tenancy and to increase their opportunities for employability.

- Promote the Money Advice Service to tenants
- Encourage tenants to be financially independent.

Homelessness Strategy

The Homelessness Strategy 2017-2022 has been developed against a backdrop of unprecedented change in national policy including fundamental reforms to welfare benefits. The strategy details homelessness prevention measures and services primarily for those living in, or with a local connection to, West Lancashire. Implementing the strategy will enhance the depth and range of housing advice services to meet current and future challenges, enhance the housing offer to all homeless applicants in the Borough and improve health and wellbeing.

- Develop a homelessness prevention toolkit
- Assess current and future demand for temporary accommodation
- Investigate the homelessness prevention fund
- Reduce the number of evictions from private rented accommodation.

Monitoring Progress

The plan projects are resourced and managed through budget and service action planning. They are monitored directly by the relevant service areas and through budget reports, service action plans, the corporate risk register, individual project reports to committees as required and working groups as appropriate. In addition, progress on the projects are reported to Members half-yearly and as an annual report. A set of performance indicators spanning various service areas are also reported quarterly to Members to help the authority understand how well it is performing.

Our priorities and resulting projects are informed by working closely with partners and through various consultation and stakeholder engagement activities. We recognise that people who provide and use our services come from diverse backgrounds and have different experiences and needs. We develop, commission and deliver services in a way that will help overcome discrimination and disadvantage.

We aim to keep the public well informed about all our services, how we run things and how we are working to achieve value for money. As well as specific consultation for particular proposed projects, we have a continuous tenant involvement programme for housing services and an annual citizen and stakeholder survey. The annual survey is used to gather views about Council spending, better understand the usage and opinions of Council services, gauge community safety perceptions, and receive views on the Council as a whole. Public opinion was directly sought to inform and finalise significant projects including the Private Sector Housing Strategy and Community Infrastructure Levy funding programme. We also undertook a Council tenant survey and a Meeting the Budget Challenge consultation to inform our approach to service reviews and balancing the budget.

West Lancashire Borough Council Plan 2017-18

If you require any further information, or copies of this document in an alternative format, please contact:

Partnership & Performance, West Lancashire Borough Council,
Elson House, 49-51 Westgate, Sandy Lane Centre, Skelmersdale,
WN8 8LP
transformation@westlancls.gov.uk
01695 577177

Equality Impact Assessment Form



| | |
|--|---|
| Directorate: Housing & Inclusion | Service: Partnership & Performance |
| Completed by: Alison Grimes | Date: 09 February 2017 |
| Subject Title: Council Plan 2017-18 | |
| 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: | Yes |
| Are recommendations being presented to senior managers and/or Councillors: | Yes |
| Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations): | Yes |
| <p>Details of the matter under consideration: The assessment is for the outline of the Council Plan 2017-18. The Council Plan reflects the Council's vision, values and priorities.</p> <p>The Council Plan is the overarching strategy for the Council and sets the vision and priorities for the Council, summarising the main actions/projects to achieve this. The Plan sets well-defined priorities to be used during service planning and when shaping future budget decisions. The plan includes items (actions) which may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations.</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 variety of actions. Outcomes and outputs will therefore impact on a variety of customers, service users, communities, Councillors and employees depending on the action. |
| If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i> | |

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

| | |
|--|---|
| | <p>conducted in March 2016. Results from the Citizen/Stakeholder Survey provide information about satisfaction with certain Council services and these can be broken down into protected characteristics (other than beliefs, culture, marriage/ partnership, pregnancy/ maternity). The reason for levels of satisfaction is not explored.</p> <p>Responses to the Policy Options consultation (July-September 2016) also provided a wide range of views on the impact the policy options would have on Council services and around the financial constraints that the Council works within.</p> |
| <p>What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?</p> | <p>As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate.</p> |
| <p>If any further data/consultation is needed and is to be gathered, please specify:</p> | <p>As above.</p> |
| <p>5. IMPACT OF DECISIONS</p> | |
| <p>In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?</p> | <p>Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.</p> |
| <p>6. CONSIDERING THE IMPACT</p> | |
| <p>If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).</p> | <p>Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA by the relevant service.</p> |
| <p>What actions do you plan to take to address any other issues above?</p> | <p>No actions.</p> |
| <p>7. MONITORING AND REVIEWING</p> | |
| <p>When will this assessment be reviewed and who will review it?</p> | <p>The assessment will be reviewed as part of the Council Plan process for 2018 onwards. This will include review by the senior management team.</p> |



CABINET: 14 March 2017

EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
30 March 2017

Report of: Borough Transformation Manager and Deputy Director of Housing & Inclusion

Relevant Portfolio Holder: Councillor I Moran

**Contact for further information: Ms A Grimes (Extn. 5409)
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: CORPORATE PERFORMANCE MANAGEMENT 2017/18

Borough wide interest

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the Suite of Performance Indicators (Appendix A) to be adopted as the Council's Corporate PI Suite 2017/18.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Suite of Performance Indicators 2017/18 (Appendix A) and targets identified be approved and adopted as the Council's Corporate PI Suite 2017/18.

2.2 That the Borough Transformation Manager and Deputy Director of Housing & Inclusion, in consultation with the Leader of the Council as Portfolio Holder, be authorised to finalise and amend the suite having regard to agreed comments from Executive Overview and Scrutiny Committee made on 30 March 2017, 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.

2.4 That call-in is not appropriate for this item as it is being considered at the next meeting of Executive Overview & Scrutiny Committee on 30 March 2017.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That the Committee consider the Suite of Performance Indicators 2017/18 (Appendix A) and agree comments as appropriate.

4.0 BACKGROUND

- 4.1 The corporate suite of performance indicators is reported to provide information about service areas and help demonstrate performance against the priorities agreed by Members through the Council Plan. The suite assists the authority to understand how well it is performing and provides information as to whether the organisation is on track to achieve the priorities.
- 4.2 As part of the development of the Council Plan 2017/18, a review of the 2016/17 suite of performance indicators was undertaken. The review resulted in revision to some targets and outturn periods. Following Member comments, to better reflect the Economy priority, changes include:
- the addition of
 - ER01: Apprenticeships created from officer intervention
 - ER04: Apprenticeship vacancies
 - WL123: No. of apprenticeships started in each year (WLBC)
 - ER05: Benefits claimant count in West Lancs
 - the replacement of *NI 152: % Working age people on out of work benefits* with ER 05 above

A further change is the replacement of TS24a and b: Average time to re-let LA housing with TS 11: % of rent loss through dwellings being vacant.

Further details on the above are provided in the Appendix.

- 4.3 It is recommended that targets for performance in 2017/18 are set to be challenging but realistic. In most cases given resources this means that targets are maintained as for 2016/17, but where circumstances suggest that PIs/targets need to vary then an explanation for the proposed change is provided in the table.
- 4.4 As in previous years, PI targets are reviewed and agreed with Heads of Service and Portfolio Holders prior to submission to committee. Targets for the Revenue & Benefits and ICT Services are determined via the Shared Services contractual process with input from the BTM/DDHI in consultation with the Portfolio Holder before being reported to Cabinet.
- 4.5 There are therefore 55 proposed performance indicators/data items within the suite for 2017/18. Of these, 33 are the 'key performance indicators' which will be reported to Members on a quarterly basis as indicated in the Appendix. Performance plans will be provided where identified actions can be expected to make a difference to future outturn or provide further detail on any underperformance. The remainder of the PIs will be reported annually. The full suite outturn will be reported with the Annual Council Plan Report.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 5.1 The information set out in this report aims to help the Council to improve service performance and is consistent with the Sustainable Community Strategy aim of providing good quality services that are easily accessible to all.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 There are no significant financial or resource implications arising from the recommendations within this report. Several of the indicators/data items report against use of resources, helping to monitor and manage these appropriately within the authority.

7.0 RISK ASSESSMENT

- 7.1 Monitoring and managing performance information data together with the monitoring of progress against the Council Plan helps the authority to ensure it is achieving its priorities and reduces the risk of not doing so.

Background Documents

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

Equality Impact Assessment

The decision does not have a direct impact on members of the public, employees, elected members and/or stakeholders. Therefore no equality impact assessment is required.

Appendices

Appendix A – Proposed 2017/18 Corporate Performance Indicator Suite

Appendix B – Minute of Cabinet 14 March 2017 (Executive Overview and Scrutiny Committee only) – to follow

Appendix A: Proposed 2017/18 Corporate Performance Indicator Suite

APPENDIX A

| Reporting frequency | PI Code & Short Name | Annual Outturn 2013/14 | Annual outturn 2014/15 | Annual outturn 2015/16 | Annual Target 2016/17 | Proposed Annual Target 2017/18 | Note | Changes from 16/17 | Priority/Purpose |
|---------------------|--|------------------------|------------------------|------------------------|----------------------------------|--------------------------------|---|--------------------|--------------------|
| Annual | CIT01 % feel West Lancs is safe & secure to live | 79% | 78% | 79% | Data only | Data only | Carried out by survey | | Environment |
| Annual | CIT02 % satisfied with cleanliness of streets | 64% | 69% | 65% | Data only | Data only | Carried out by survey | | Environment |
| Annual | CIT03 % satisfied with how WLBC runs things | 68% | 68% + | 62% | Data only | Data only | Carried out by survey. 2015/16 data restated by research team from 67% | | Corporate Support |
| Annual | CIT05 % satisfied with local area as a place to live | 81% | 82% | 78% | Data only | Data only | Carried out by survey | | Health & Wellbeing |
| Annual | CIT06 % satisfied with sports/leisure facilities | 40% | 42% | 41% | Data only | Data only | Carried out by survey | | Health & Wellbeing |
| Annual | CIT07 % satisfied with parks and open spaces | 59% | 58% | 60% | Data only | Data only | Carried out by survey | | Health & Wellbeing |
| Annual | CIT08 % residents agreeing that WLBC provides value for money | 43% | 43% | 41% | Data only | Data only | Carried out by survey | | Corporate Support |
| Annual | CIT12 % of people satisfied with household collections for domestic waste | 87% | 83%+ | 86% | Data only | Data only | Carried out by survey. 2015/16 data restated by research team from 82% | | Environment |
| Annual | CIT13 % of people satisfied with household collections for recyclable materials | 81% | 82% | 82% | Data only | Data only | Carried out by survey | | Environment |
| Annual | CIT14 % of residents who feel the Council keeps them well informed about its services and benefits | 57% | 57% | 50% | Data only | Data only | Carried out by survey | | Corporate Support |
| Annual-QPI | B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events | 7.44 | 6.62 | 7.02 | 12 | 12 | Targets agreed via contract process * | | Health & Wellbeing |
| Annual / QPI | B2 Overpayment Recovery of Housing Benefit overpayments (payments received) | £170,909 | £203,868 | £276,577 | £170,000 | £195,000 | 2017/18 increase agreed following previous performance. Targets agreed via contract process * | Yes - target | Health & Wellbeing |
| Annual | B4 Benefits Local authority Error Overpayments - Lower threshold | £86,437 | £86,090 | £82,401 | Below lower threshold (£133,765) | Below lower threshold | Targets agreed via contract process * Annual target cash figure may change, but is arrived at from the annual target of 'lower threshold year to date based on next year estimates' on the subsidy grant claim form. Actual cash figure will not be received until later in the year. | | Health & Wellbeing |
| Annual / QPI | BV8 % invoices paid on time | 97.05% | 98.22% | 98.81% | 98.75% | 98.75% | | | Corporate Support |
| Annual / QPI | R1 % of Council Tax collected | 95.32% | 96.03% | 97.02% | 97.10% | 97.10% | Targets agreed via contract process * | | Economy |
| Annual / QPI | R2 % council tax previous years arrears collected | 20.94% | 33.56% | 37.31% | 24.50% | 24.50% | Targets agreed via contract process * | | Economy |
| Annual / QPI | R3 % of Non-domestic Rates Collected | 95.53% | 96.40% | 98.32% | 97.20% | 97.20% | Targets agreed via contract process * | | Economy |
| Annual / QPI | R4 % Sundry Debtors % of revenue collected against debt raised | 90.05% | 90.73% | 95.00% | 89.10% | 89.10% | Targets agreed via contract process * target based on existing caseload and known influences. Additional work resulting from e.g. SPD review, or NNDR work cannot be profiled but will have an impact through additional collections. | | Economy |

| Reporting frequency | PI Code & Short Name | Annual Outturn 2013/14 | Annual outturn 2014/15 | Annual Outturn 2015/16 | Annual Target 2016/17 | Proposed Annual Target 2017/18 | Note | Changes from 16/17 | Priority/Purpose |
|---------------------|---|------------------------|------------------------|------------------------|-----------------------|--------------------------------|---|---------------------------------|--------------------|
| Annual / QPI | HS1 % Housing repairs completed in timescale | 96.73% | 96.56% | 96.39% | 97.00% | 97.00% | | | Health & Wellbeing |
| Annual / QPI | HS13 % LA properties with CP12 outstanding | 0.10% | 0.10% | 0.13% | 0.00% | 0.00% | Target based on legal requirement for all eligible properties to have a certificate. | | Health & Wellbeing |
| Annual | HS14 % non-decent council homes | 0.58% | 0.39% | 0.30% | 0.30% | 0.25% | To reflect ongoing investment in housing stock. | Yes - target | Health & Wellbeing |
| Annual / QPI | ICT1 Severe Business Disruption (Priority 1) | 100% | 100% | 100% | 99 | 99 | Targets agreed via contract process. * | | Corporate Support |
| Annual / QPI | ICT2 Minor Business Disruption (P3) | 100% | 99% | 98% | 97 | 97 | Targets agreed via contract process. * | | Corporate Support |
| Annual / QPI | ICT3 Major Business Disruption (P2) | 100% | 100% | 92% | 98 | 98 | Targets agreed via contract process. * | | Corporate Support |
| Annual / QPI | ICT4 Minor Disruption (P4) | 99% | 99% | 98% | 98 | 98 | Targets agreed via contract process. * | | Corporate Support |
| Annual | ICT5 Advice & Guidance (P5) | 100% | 100% | 100% | 98 | 98 | Targets agreed via contract process. * | | Corporate Support |
| Annual | NI 152 % Working age people on out of work benefits | 13.6% | 12.6% | 11.2% | Data only | N/A | Propose deletion and replacement with 'ER05 Benefits claimant count in West Lancs'. Data via ONS (NOMIS). Nomis figures do not include UC claimants. | Propose deletion | Economy |
| Annual | ER01 Apprenticeships created from Council intervention | ~ | ~ | ~ | ~ | Data only | Council directly influences borough-wide information | New | Economy |
| Annual | ER04 Apprenticeship vacancies within the Borough | ~ | ~ | ~ | ~ | Data only | Council directly influences borough-wide information | New | Economy |
| Annual | WL123 Apprenticeships started in each year within WLBC | ~ | ~ | ~ | ~ | based on 2.3% | The Government target itself is an average of 2.3% apprenticeship starts across the years that the target applies, from 2017/18 to 2020/21. Numbers include new recruits or existing staff starting on Apprenticeship Programmes. 2.3% as a headcount is established annually at 31 March. | New | Economy |
| Annual | ER05 Benefits claimant count in West Lancs | ~ | ~ | ~ | ~ | Data only | To replace NI152. Provides a broader picture of claimants in the borough. Includes Universal Credit. Monitors both those out of work claiming benefits and also those in work claiming benefits. However outturn is beyond control of the Council, therefore data only. Information comes from DWP administrative data. | New/Replacement | Economy |
| Annual | NI 154 Net additional homes provided | 308^ | 239^ | 266^ | Data only | Data only | | | Economy |
| Annual | NI 155 Number of affordable homes delivered (gross) | 54 | 16 | 92 | Data only | Data only | The Housing Strategy 2014-2019 aspiration was for the development of no less than 500 affordable homes (AH) during the life of the strategy (from 2014/15). There is no annual target. The Council relies on its enabling role with housing associations to encourage s.106 acquisitions and 100% AH development in the borough. A range of factors not in control of the Council impact on AH development including how government grant funding is prioritised and subsequently allocated. | | Economy |
| Annual / QPI | NI 157a Processing of planning applications: Major applications | ~ | 76.09% | 95.12% | 65.00% | 65.00% | From 2014/15, cases where a time extension is agreed with applicant are not counted so previous years outturn cannot be used for comparison. | | Economy |
| Annual / QPI | NI 157b Processing of planning applications: Minor applications | 81.67% | 73.88% | 67.31% | 75.00% | 75.00% | Government target of 65% | | Economy |
| Annual / QPI | NI 157c Processing of planning applications: Other applications | 90.83% | 81.99% | 82.71% | 85.00% | 85.00% | Government target of 80% | | Economy |
| Annual | NI 159 Supply of ready to develop housing sites | 112.00% | 120.50% | 108.3%^ | Data only | Data only | | | Economy |
| Annual / QPI | NI 191 Residual household waste per household (Kg) | 527.19 | 502.59 | tbc | 500.00 | 500.00 | There is a significant lag in reporting data for each quarter due to the reporting and validating process. This has frequently meant that there is no quarterly data reportable for the PI within the quarter. Data validated during the period being monitored will now be reported, but will refer to outturn of the previous quarter. | Yes - quarter outturn reporting | Environment |

| Reporting frequency | PI Code & Short Name | Annual Outturn 2013/14 | Annual outturn 2014/15 | Annual Outturn 2015/16 | Annual Target 2016/17 | Proposed Annual Target 2017/18 | Note | Changes from 16/17 | Priority/Purpose |
|---------------------|--|------------------------|------------------------|------------------------|-----------------------|--------------------------------|--|---------------------------------|--------------------|
| Annual / QPI | NI 192 Percentage of household waste sent for reuse, recycling and composting | 43.07% | 46.29% | tbc | 50% | 50% | As above | Yes - quarter outturn reporting | Environment |
| Annual / QPI | NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter | 0.87% | 0.83% | 1.44% | 1.61% | 1.61% | | | Environment |
| Annual / QPI | NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus | 4.04% | 4.77% | 4.95% | 5.00% | 5.00% | | | Environment |
| Annual / QPI | TS1 Rent Collected as a % of rent owed (excluding arrears b/f) | ~ | 98.65% | 99.81% | 97.00% | 99.00% | Revised definition adopted for 2014/15. Previous data not comparable. | Yes - target | Health & Wellbeing |
| Annual / QPI | TS11 % of rent loss through dwellings being vacant | ~ | ~ | ~ | N/A | 2.00% | This indicator identifies how much money is being lost through delays in turnaround of properties for letting. Target reflects the HRA business plan. | New/ Replacement | Health & Wellbeing |
| Annual / QPI | TS24a GN Average time taken to re-let local authority housing (days) - General Needs | ~ | 25.16 | 28.07 | 28 | N/A | Propose deletion and replacement with <i>TS11: % of rent loss through dwellings being vacant</i> Revised definition adopted for 2014/15. Previous data not comparable. | Propose deletion | Health & Wellbeing |
| Annual / QPI | TS24b SP Average time taken to re-let local authority housing (days) - Supported Needs | ~ | 69.62 | 56.48 | 65 | N/A | Propose deletion and replacement with <i>TS11: % of rent loss through dwellings being vacant</i> Revised definition adopted for 2014/15. Previous data not comparable. | Propose deletion | Health & Wellbeing |
| Annual / QPI | WL_18 Use of leisure and cultural facilities (swims and visits) | ~ | 1,203,074 | 1,164,957 | Data only | Data only | Revised definition adopted for 2014/15. Previous data not comparable. | | Health & Wellbeing |
| Annual / QPI | WL01 No. residual bins missed per 100,000 collections | 81.98 | 84.26 | 89.83 | 80 | 80 | | | Environment |
| Annual / QPI | WL06 Average time taken to remove fly tips (days) | 1.08 | 1.09 | 1.06 | 1.09 | 1.09 | | | Environment |
| Annual / QPI | WL08a Number of Crime Incidents | 5,462 | 4,971 | 4,765 | Data only | Data only | | | Environment |
| Annual / QPI | WL108 Average answered waiting time for callers to the contact centre (seconds) | 32 | 30 | 51 | 50 | outturn 2016/17 | Since this PI was introduced the contact centre service has developed to provide greatly increased call resolution at first point of contact which has resulted in call duration being longer. The year to date figure at the time of this report is currently at 57 seconds, above 2016/17 target. Whilst maintaining an efficient contact centre remains integral to our customer service, the resourcing of this needs to be balanced with the promotion of other access routes for services via the Council's Digital by Preference initiative and the drive for channel shift. To support this approach, the annual target will therefore reflect annual outturn. | Yes - target | Corporate Support |
| Annual / QPI | WL121 Working Days Lost Due to Sickness Absence | 10.11 | 8.74 | 9.64 | 8.08 | 8.08 | | | Corporate Support |
| Annual / QPI | WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks | ~ | 100% | 100% | 100% | 100% | | | Corporate Support |
| Annual / QPI | WL19b(ii) % Direct Dial calls answered within 10 seconds | 80.51 | 81.98 | 81.34 | 82.21 | 82.21 | Target remains unchanged. Maintaining telephone contact for customers remains a method of service access, however this needs to be balanced with the promotion of other access routes for services via the Council's Digital by Preference initiative and the drive for channel shift. | | Corporate Support |
| Annual | WL24 % Building regulations applications determined within 5 weeks | 73.26% | 61.64% | 61.98% | 50.00% | 50.00% | | | Economy |
| Annual / QPI | WL90 % of Contact Centre calls answered | 90.90% | 92.40% | 92.00% | 91.00% | 91.00% | | | Corporate Support |

Notes:

*Managed through BT Lancashire Services contract. Contractual targets are annual and set via SLA. Quarter targets as reported in performance reports are provided only as a gauge.

~ not collected and/or reported at this time or previous calculations not comparable

+ data restated

^ restated following a planning appeal

Reporting of PIs is dependent on collection mechanisms remaining in place. Satisfaction (CIT_) indicators are collected via the Citizen & Stakeholder Survey.



CABINET: 14 March 2017

EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
30 March 2017

Report of: Borough Treasurer

Relevant Portfolio Holder: Councillor C. Wynn

Contact for further information: Liz Fearn (Ext. 5605)
(E-mail: liz.fearn@westlancs.gov.uk)

SUBJECT: CAPITAL PROGRAMME MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF REPORT

1.1 To update Members on the current position in respect of the 2016/2017 Capital Programme.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That the current position in respect of the 2016/2017 Capital Programme be noted.
- 2.2 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30th March 2017.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That Members note the current position in respect of the 2016/2017 Capital Programme.

4.0 BACKGROUND

4.1 The GRA Capital Programme is set on a three-year rolling basis that is updated regularly when Members are advised of progress against it. The revised GRA programme of £7.816m for 2016/2017 was agreed by Members in December 2016. However it is now intended that £0.151m of capital receipt funding within the Housing Strategy capital scheme will be used to help fund the purchase of 2

properties for the HRA, Consequently the GRA capital programme now stands at £7.665m

- 4.2 The HRA Capital Programme is the subject of a separate report elsewhere on the agenda. Council approved a new Medium Term Capital Programme for 2017/2018 to 2019/2020 on 22nd February 2017, but due to the timing of this meeting, any changes that affect the 2016/17 budget have not been incorporated into this report.

5.0 CAPITAL EXPENDITURE

- 5.1 Generally, capital schemes are profiled with relatively low spending compared to budget in the early part of the financial year with increased spending as the year progresses. This reflects the fact that many new schemes have considerable lead in times, for example, because of the need to undertake a tendering process and award contracts at the start of the scheme. Some schemes are dependent on external partner funding and schemes can only begin once their funding details have been finalised. Other schemes include contract retentions or contingencies that will only be spent some time after completion of the contract. Most schemes then progress and spend in line with their approval.
- 5.2 This pattern has been repeated in the current year with £5.349m (70%) of expenditure having been incurred by the end of January. Comparisons to previous years are shown in Table 1, whilst Appendix A provides a breakdown by Service of expenditure and approvals.

| Year | Expenditure £m | Budget £m | % Spend against Budget |
|-----------|-------------------|--------------|---------------------------|
| 2016/2017 | 5.349 | 7.665 | 70% |
| 2015/2016 | 3.510 | 10.127 | 35% |
| 2014/2015 | 1.467 | 3.467 | 42% |
| 2013/2014 | 2.127 | 4.421 | 48% |

- 5.3 This year's performance is higher than the same point in the last three years primarily due to £3.03m expenditure on the purchase of the Wicketsheaf Walks site. Appendix B provides comments from Heads of Service on the progress of individual schemes against the Programme.

6.0 CAPITAL RESOURCES

- 6.1 Sufficient resources have been identified to fund the Capital Programme as shown in Appendix A.
- 6.2 A proportion of the resources to fund capital expenditure are based on government allocations that have been confirmed. Other resources come from external funding and schemes that are heavily dependent on this source are not able to start until after the funding has been confirmed. A further source of funding is capital receipts.

- 6.3 Capital receipts are the main area of the capital resources budget that is subject to variation. They are the useable proceeds from the sale of Council assets (mainly houses under Right to Buy (RTB) legislation) that are available to fund capital expenditure. They can vary significantly depending on the number and value of assets sold.
- 6.4 The Mid Year Review report identified that 36 RTB sales had been achieved against the target of 50. At the end of the third Quarter a further 28 RTB sales had been achieved. In addition to receipts from council house sales the Council also has a programme to sell plots of its land and other assets under the Strategic Asset Management Plan (SAMP). The budget for this in the 2016/2017 Programme is £550,000, which includes £450,000 for the sale of the land at Westec. However, Council in October 2016 approved that this site is to be redeveloped for affordable housing, hence this budget will be amended in due course. To date there has been 5 land sales from the SAMP process generating £146,000.

The useable receipts generated are analysed in Table 2:

| Year | Estimate £'000 | Actual £'000 | % Received against Budget |
|--------------------|-------------------|-----------------|------------------------------|
| Right to Buy Sales | 480 | 975 | 203% |
| SAMP Sales | 550 | 146 | 27% |
| Total | 1030 | 1121 | 109% |

- 6.5 Retained proceeds generated by Council House sales are now split between general usable capital receipts (detailed above), One for One Replacement Funding, and Debt Funding. At the end of the third quarter, £0.733m had been generated for One for One Replacement Funding and £1.021m generated for Debt Funding.
- 6.6 The level of receipts generated is above the budget target for 2016/17, and consideration can be given to how these additional funds can be allocated when the Medium Term Capital Programme is next updated.

7.0 SUSTAINABILITY AND COMMUNITY STRATEGY LINKS

- 7.1 The Capital Programme includes schemes that the Council plans to implement to enhance service delivery and assets. The Capital Programme also achieves the objectives of the Prudential Code for Capital Finance in Local Authorities by ensuring capital investment plans are affordable, prudent, and sustainable. This report provides an updated position and progress statement against project plans.

8.0 RISK ASSESSMENT

- 8.1 Capital assets shape the way services are delivered for the long term and, as a result, create financial commitments. The formal reporting of performance against

the Capital Programme is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. Schemes within the Programme that are reliant on external contributions or decisions are not started until funding is secured and other resources that are subject to fluctuation are monitored closely to ensure availability. The capital receipts position is scrutinized on a regular basis and managed over the medium term to mitigate the risk of unfunded capital expenditure.

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 - Capital Programme Expenditure and Resources Budget

Appendix B - Heads of Service Comments

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

**2016/2017 CAPITAL PROGRAMME
EXPENDITURE AND RESOURCES BUDGET
as at JANUARY 2017**

| Service | Budget Approval | Actual | | Variance | |
|-------------------------------------|-----------------|--------------|------------|--------------|------------|
| | £'000 | £'000 | % | £'000 | % |
| EXPENDITURE | | | | | |
| Central Items | | | | | |
| Financial Services | 61 | 11 | 18% | 50 | 82% |
| Central Schemes | 315 | 6 | 2% | 310 | 98% |
| Leisure and Wellbeing | | | | | |
| Leisure and Wellbeing - General | 967 | 723 | 75% | 243 | 25% |
| Housing Private Sector | 1,066 | 428 | 40% | 638 | 60% |
| Development and Regeneration | | | | | |
| Planning | 86 | 12 | 14% | 74 | 86% |
| Technical Services | 111 | 71 | 64% | 41 | 36% |
| Regeneration & Estates | 3,834 | 3,796 | 99% | 38 | 1% |
| Housing Strategy | 247 | 0 | 0% | 247 | 100% |
| Housing and Inclusion | | | | | |
| Corporate Property | 286 | 119 | 42% | 168 | 58% |
| Transformation | 692 | 183 | 26% | 509 | 74% |
| | 7,665 | 5,349 | 70% | 2,316 | 30% |
| RESOURCES | | | | | |
| Strategic Investment Fund | 500 | | | | |
| CIL | 20 | | | | |
| Capital Grants | 1,345 | | | | |
| HRA | 111 | | | | |
| GRA Reserve | 621 | | | | |
| GRA Prudential Borrowing | 2,905 | | | | |
| Capital Receipts | 2,163 | | | | |
| | 7,665 | | | | |

CAPITAL PROGRAMME 2016/2017
HEADS OF SERVICE COMMENTS
As at JANUARY 2017

| |
|---|
| Corporate Property |
| Works are progressing well and we expect to complete our planned expenditure for this financial year. |
| Transformation |
| <p>The implementation of the CRM Replacement System is progressing and should complete early in the new financial year. The implementation of the Gallery Website is currently on hold pending the completion of the building works taking place. This scheme will, therefore, slip into the new financial year.</p> <p>The ICT Development budget funds an agreed ICT Strategy as well as service-specific developments as appropriate. No changes are proposed for this capital budget. Often projects with committed expenditure are lengthy and complex areas of work and may therefore run over several financial years. A number of key pieces of work are due to conclude this year. There has been significant progress with the ICT capital funded work during 2016/17 with benefits across the Council including:</p> <ul style="list-style-type: none"> • Public Sector Network (PSN) accreditation 2016 meeting standards set by government (which then, for example, enables us to continue to deliver the Revenues and Benefits Service) • Non-Microsoft application review of over 700 applications and 21,000 installs to help manage e.g. upgrade and licensing costs • Migration, destruction or archiving of databases for the new SQL Server • New access for public and corporate Wi-Fi. • Council finance system upgrade (Civica Financials) has been completed • Work around implementation of Service Now (CRM replacement) is underway with the first phase of implementation expected for April 2017. |

CAPITAL PROGRAMME 2016/2017
HEADS OF SERVICE COMMENTS
As at JANUARY 2017

Housing Strategy

The Affordable Housing budget is committed to our Partnership with Regenda Housing Group. It has been a success and exceeded the original aim of developing up to 32 new affordable housing units in the Borough. To date, across three sites, 47 affordable units have been developed. A fourth scheme of 14 units is currently being built and is due to complete in May 2017. This will bring the total number of units developed to 61 units. In addition, the partnership arrangement has helped attract £1.5m of additional HCA investment to the Borough. The completed affordable housing units also provide funding to the Council, in the form of New Homes Bonus at the higher rate.

It is anticipated that the remainder of the budget will be able to provide up to 10 further affordable units. Suitable sites will need to be identified and planning approval secured. At this time though, two potential sites are being considered to establish if they are suitable for use with the remainder of the budget.

Regeneration and Estates

The purchase of the Wheatsheaf Walks site was completed in May 2016. Two empty units have now been let and tenants should be in situ sometime during March 2017. Income forecasts are currently in line with initial projections.

Tender quotes have been received for the Gorseley Place fire rebuild scheme. Discussions on the results have taken place with the Insurer's loss adjusters in order to move forward with finalising and commencing the rebuild.

The Greenwood Business Centre has been completed although there are a number of minor issues that still need to be resolved with the contractor. To date 80% of the units have been let but occupation is yet to take place.

CAPITAL PROGRAMME 2016/2017
HEADS OF SERVICE COMMENTS
As at JANUARY 2017

Planning

The Free Tree Scheme has again been a success with demand outstripping supply and is complete for the year.

The CIL/S106 database has been implemented with further plans this year to interface with the land charges system.

Additional scanning equipment will be needed to support the EDM system with plans in place to provide this by the end of the year.

Expenditure on implementing OR recommendations is dependent upon the Planning ICT upgrade, and the budget is expected to be spent.

To date, there is no expenditure against the Skelmersdale Vision programme with delays due to legal issues. There will be a variety of potential costs associated with moving the project forward.

All remaining planning schemes are demand led. As yet there are no commitments for buildings at risk which will be slipped into the next financial year, and conservation area enhancement grants expenditure is below expected budget spend to date.

Technical Services

Works are scheduled for completion before the end of the financial year on Dock Brook although outstanding claims may be slipped into the new year for payment. Negotiations are taking place with the Environmental Agency regarding the responsibility of remaining works at Abbey Brook. Unused approvals will, therefore, slip into the new year until agreement is reached.

Works at East Quarry are also scheduled for completion before the end of the financial year with retentions be slipped into the new year. Ormskirk Car Park Improvements outstanding retentions are being paid with some being slipped into the new year when they are due.

CAPITAL PROGRAMME 2016/2017
HEADS OF SERVICE COMMENTS
As at JANUARY 2017

Leisure and Wellbeing - Private Sector Housing

The funding for Disabled Facilities Grants has changed for the current year and plans continue to be put into place to spend the allocations in accordance with new criteria. However, there are delays in employing Lancashire County Council assessment specialists which will mean that some of the approvals will need to be slipped into the new financial year to meet demand.

Demand has reduced for Renovation Grants and any uncommitted approvals will be returned to the Capital Receipts pot for reallocation to other schemes.

Other Leisure and Wellbeing

Works will be completed before the end of the financial year on Richmond Park, Ruff Wood/Victoria Park, Leisure Trust, Parish Council Play Area Grants, Chequer Lane Play Area, Station Approach, Westhead Playing Fields and Beacon Park Entrance Road.

Aside from retentions that have been re-profiled on Ormskirk Bowling Green and CCTV, works will mainly be completed this financial year.

Works on the Play Strategy Programme may slip into the new financial year as some replacements are demand led. Abbey Lane Playing Field Drainage works will also slip due to a change in ground conditions causing delays. The Allotments Project should be complete early spring following the project expansion included at the mid-year. Works are progressing and may also slip on the Gallery Lift Installation following delays in project costings as identified at the mid-year stage. Preparatory works have commenced on the newly approved Burscough Brick Pits project which is also likely to slip into the next financial year.

CAPITAL PROGRAMME 2016/2017
HEADS OF SERVICE COMMENTS
As at JANUARY 2017

| |
|---|
| Financial Services |
| Expenditure on Parish Council Capital Grants is dependent on spending by Parish Councils and is not within the direct control of the Borough Council. |
| Central Schemes |
| This includes the Environmental/Town and Village Centre Improvement Fund which has been fully allocated to projects including support for the Economic Development Strategy and Skelmersdale Public Realm improvements. These schemes will however take some time to deliver. |



CABINET: 14 MARCH 2017

Report of: Director Development and Regeneration

Relevant Portfolio Holder: Councillor I Moran

Contact for further information: Mr D Carr (Extn. 5122)
(E-mail: Dominic.Carr@westlancs.gov.uk)

SUBJECT: DEVELOPING AN ORMSKIRK BUSINESS IMPROVEMENT DISTRICT

Wards affected: Ormskirk Ward(s)

1.0 PURPOSE OF THE REPORT

1.1 To provide Members with information on the concept of developing a Business Improvement District (BID) for Ormskirk Town Centre.

2.0 RECOMMENDATION

1.2 That the appointment of Groundwork to undertake a feasibility study to investigate the implications of developing a BID for Ormskirk Town Centre at a cost of £7,600 be approved.

2.0 BACKGROUND

2.1 Members will be aware that following the adoption of the Ormskirk Town Centre Strategy 2015-2020, an Ormskirk Town Centre Management Group with appropriate sub groups has been established. This group involves representatives from West Lancashire Borough Council, Ormskirk Community Partnership, Ormskirk businesses, Business In The Community (BITC), Edge Hill University and Edge Hill Student Union.

2.2 In November 2015 the Town Centre Management Group held its first meeting and they discussed the potential of developing a BID for Ormskirk. At the time

the group believed that there may be merit in developing a BID for Ormskirk but that it was too soon, as the Management Group had only just been established and they felt it would be more appropriate to discuss the proposal at a later date, i.e. in approximately 12 months. The folding of 'Love Ormskirk' also set back these ideas, as that group would have been the natural vehicle by which to promote and take forward a BID.

3.0 BUSINESS IMPROVEMENT DISTRICTS

- 3.1 A BID is a business-led and business-funded body formed to improve a defined area. BIDs can enable business to have a collective voice and allow the business community and Council to work together to identify and deliver additional services in order to improve the local trading environment.
- 3.2 BIDs are created following a ballot process and funded via a levy. The levy is charged on business rate payers within the defined BID area, which is paid in addition to their current business rates bill. BIDs were first established in the UK in 2005 and there are now over 200 BIDs nationwide. The majority of BIDS are located in town centre locations although they also exist in industrial and commercial areas.
- 3.3 There is specific legislation in place for BID's, the levy is a legal requirement just like Business Rates and is treated as a statutory debt. The legislation which relates to the BID's is The Business Improvement Districts (England) Regulations 2004 and the Non Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989. The legislation details all the steps and processes involved in developing or altering a BID, providing specific information relating to proposals, renewing proposals, altering proposals, preliminary procedures, instructions on how to undertake a ballot, and it details all the specifics a proposer needs to undertake to develop a proposal.
- 3.4 The levy can be used as a catalyst to raise funds for improvements through a range of projects and initiatives that provide benefits to the local business area as long as these are over and above the services already provided by the Borough Council.
- 3.5 A BID can be established (proposed) by either a local authority, a business rate payer, or a person or company whose purpose it is to establish a BID. The proposer will be required to develop and submit a 'Proposal' and a Business Plan to the local authority.
- 3.6 The Proposal must set out the priorities for the area, the services to be provided, the size and the scope of the BID. It would also set out who is liable for the levy, the individual amounts to be collected and how it is calculated as well as how it will be operated and managed.
- 3.7 The development of a BID for Ormskirk Town Centre could deliver potential benefits. Some specific examples of what BIDs have delivered in other areas include:

- Promoting and marketing campaigns-This has included the development of numerous town centre websites, utilising all forms of social media, as well as additional advertising and publicity.
- Improving safety and security- The Liverpool Central BID funded the UK's first privately funded police station in St Johns shopping centre which has helped the police reduce violent crime by 20% in the city centre. This initiative has received both national and international recognition. The Southport BID has also re-introduced taxi marshals and body cameras for security personnel to improve safety enhancing the night time economy.
- Promoting tourism –The Chester BID have appointed two full time welcome ambassadors to greet tourists, helping to increase the amount of time visitors spend in the town. These ambassadors have also helped to promote local businesses and attractions and have helped to raise the profile of the town as a visitor destination.
- Improving the appearance of town centres- The Southport BID have introduced a quarter of a million tree lights along Lord Street helping to improve the appearance of the town creating a boulevard of light. Other initiatives include the delivery of public art and additional street furniture.
- Speaking for business- A BID enables businesses of a town to speak with one voice which can be helpful when dealing with the Council, Police and other public bodies. It can also act as a key contact point for a council or other public body when wanting to disseminate information e.g. public works taking place, availability of grants, public consultations etc.
- Increasing footfall– Numerous festivals and events have been developed and supported by BIDs including Southport's Spookport, Kendal's Film festival, Lancaster Chilli Fiesta and numerous Christmas events, amongst others. These festivals/events have increased footfall and helped to raise the profile of the towns.

3.8 A BID can only be formed following consultation and a ballot in which businesses vote on a BID proposal for the area. The ballot is run by the local authority. To be successful over 50% of the businesses in the area who cast their ballot must vote in favour and those voting in favour must also represent over 50% of the total rateable value of those businesses.

3.9 Once a ballot has been won the Proposal becomes a legally binding document and this then becomes the framework within which the BID will operate. A BID lasts for 5 years after which another ballot must be held as to whether to continue for a further 5 years.

4.0 CURRENT POSITION

- 4.1 Since the establishment of the Ormskirk Town Centre Management Group a number of important actions contained within the strategy have been undertaken/delivered including undertaking market research, developing and introducing branding to promote the town centre, delivering and supporting a number of town centre events and the strategic purchase of Wheatsheaf Walk shopping centre.
- 4.2 At the time of writing this report it is planned that a town centre Stakeholder Event will take place on the 1st March. Following this event a detailed Cabinet report will be prepared to update Members on progress of the delivery of the Ormskirk Town Centre Strategy, as agreed by Cabinet on the 15th September 2015.
- 4.3 At a recent meeting of the Town Centre Management Group on the 8th December there was a special presentation by Groundwork in relation to BIDs and the possible development of a BID for Ormskirk Town Centre. Groundwork has significant experience in the delivery of BIDs in the UK including several examples of successful BIDs in the North West in market towns of a similar size to Ormskirk. After the presentation there was discussion and an opportunity for questions in which there appeared to be genuine interest for how a BID for Ormskirk could work. The Group agreed that there was a need for further information around costs, potential revenue and views from local businesses. Before making a decision on whether the group should progress a BID for Ormskirk, the Management Group agreed that there was a need for a feasibility study to be undertaken to fully understand the implications and potential benefits of how a BID may work. The Management Group agreed that the best way to move forward a BID would be to appoint Groundwork to undertake the feasibility study.

5.0 NEXT STEPS

- 5.1 To enable the next steps to be taken and the consideration of a BID to be properly embraced it is critical that the business community and other town centre partners fully understand how a BID for Ormskirk would work and the benefits it might potentially deliver. Following on from the last meeting of the Ormskirk Town Centre Management Group in December, Groundwork were asked to provide a proposal to undertake a feasibility study which has now been received. The proposal involves effective business engagement to ensure that there is support for this approach from the outset. Given that the development of a BID would have to come from the business community and the specialist nature of this work it is appropriate for the feasibility study to be developed by an independent, specialist consultant.
- 5.2 Groundwork Cheshire, Lancashire and Merseyside Ltd were approached to conduct this study as they have significant experience in this specialist area and they are a not for profit organisation offering a competitive and value for money service due to the fact there are no profits going to owners or shareholders. At the presentation delivered by Groundwork they demonstrated that they had sufficient experience and capability to deliver a comprehensive feasibility study and their methodology was supported by all

members of the Town Centre Management Group. They have also already conducted some initial research into developing a BID for Ormskirk which was presented to the Management Group.

5.3 The proposal we have received from Groundwork will answer the following key questions:

- The potential boundaries a BID could take
- Potential income that could be generated through different approaches/models for a BID
- Expected outcomes from a BID project
- Who would be included in a BID (company size, locations)
- The timeline for a BID and the expected development costs

Within the proposal it states that the report will highlight:

- Key findings and trends from consultation with business and stakeholders
- Options for development of a BID (location, sector, business, size)
- Recommendations on timescales and the process for developing a BID
- Consultation with resident businesses, securing 30 responses from a sample of 60.
- Production of a rateable value (RV) database including the analysis of RV data.
- Development of a BID timeline and a summary of outcomes a BID could generate.
- A developed understanding for West Lancashire Borough Council on the role a BID could play in the future development of Ormskirk Town Centre.
- The development of this study will take approximately four months

5.4 The feasibility study will provide a clearer understanding of the implications for an Ormskirk BID and the level of support from local businesses and will make recommendations as to whether developing a BID for Ormskirk is appropriate. When the report has been completed the results will be brought back to Cabinet outlining the recommendations and any proposed next steps and resource implications

5.5 The cost of appointing Groundwork to prepare the feasibility study is £7,600 with 60% of the fee being payable upon successful completion of the project. There is funding available to deliver the Ormskirk Town Centre strategy which could be utilised to appoint Groundwork. If this feasibility study demonstrates that there is a positive case for a BID for Ormskirk there are grants available from the Department for Communities and Local Government (DCLG) which could be utilised to fund further development work of a BID including the cost of administering a BID ballot.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

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

6.2 However at the point that an Ormskirk BID is given further consideration, there will be some positive impacts and these will need to be given due attention including detailing any specific links to the Sustainable Community Strategy.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 There are some financial and resource implications arising from this report in respect of the cost of appointing and managing Groundwork, however the financial cost and staff resource implication will be met using existing funding/resources to deliver the Ormskirk Town Centre Strategy managed by officers from the Economic Regeneration team.

8.0 RISK ASSESSMENT

8.1 The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant operational risk registers.

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 A- Proposal to Undertake a Feasibility Study for a Business Improvement District in Ormskirk Town Centre

Appendix B- Equality Impact Assessment (EIA)

Proposal to undertake a Feasibility Study For Business Improvement District in Ormskirk Town Centre



Date of submission: 10th January 2017

Prepared for :

Ian Gill

Deputy Director Development and Regeneration
West Lancashire Borough Council
52 Derby Street
Ormskirk
Lancashire
L39 2DF

Prepared by:

Name: Greville Kelly

Groundwork Cheshire, Lancashire & Merseyside

74-80 Hallgate,

Wigan

WN1 1HP

Tel: 01606 723175

Email: greville.kelly@groundwork.org.uk

Web: www.smarterbusiness.org.uk

Groundwork Cheshire, Lancashire and Merseyside Ltd is a not-for-profit Environmental Trust that works with its clients and partners to create sustainable businesses and communities. Visit www.groundwork.org.uk/sites/clm to discover how we are making a difference.

Document Control

Office use only

Quality tracking:

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| Prepared by | Greville Kelly | Date | 5 th January 2017 |
|-------------|----------------|------|------------------------------|

| | | | |
|-----------------|------------|------|------------------------------|
| QA / Checked by | Jane Hough | Date | 9 th January 2017 |
|-----------------|------------|------|------------------------------|

Document version tracking:

| Issue | Date | Status |
|-------|------------------------------|-----------------------------------|
| 1 | 9 th January 2017 | Draft for feedback from client |
| 2 | 8 th February | 2 nd Draft for comment |

INTRODUCTION

Ormskirk is a market town in West Lancashire which has been in existence for over 700 years. The town has a unique historic character, a long established market and is home to Edge Hill University, which employs 4000 staff and is the largest hereditament within the Town. Ormskirk has maintained a lower than average level of vacant units in the town, which in October 2015 was 4.5% against a regional average of 12.5%. Despite this, recent anecdotal feedback from businesses indicates that the economic performance of traders is struggling. Factors cited include a range of regional, national and international competitive pressures related to on-line shopping, increased presence of dominant retail centres in the Northwest (Liverpool One, Trafford Centre) and competition from neighbouring towns including Wigan, Southport and Preston.

To support the continued success of the town, West Lancashire Borough Council developed a Town Centre Strategy in 2015, and have dedicated capital budget and officer time and resource to supporting the on-going development of the Town Centre. The private sector has been actively engaged through a mixture of public / private partnerships (Town Centre Board) and private sector networks - in recent years this has included Love Ormskirk (now ceased trading) and Ormskirk and West Lancashire Business Focus (OWL). Ormskirk has been supported through the Market Towns Initiative in the past, and more recently (2014 - 2017) the Healthy High Streets Programme.

Notwithstanding the past success achieved in Ormskirk, the Town Centre is perceived by stakeholders to be in need of further investment, for which the Local Authority holds some limited funds to enable. However, to ensure that the success of the past is sustained in the future, the Town Centre Board are interested in understanding how a Town Centre focused Business Improvement District could secure sustainable, private sector led investment in projects and services to secure Ormskirk's long term future.

This proposal has been developed by Groundwork, and is to undertake a BID feasibility Study, answering the following key questions:

1. The potential boundaries a BID(s) could take
2. Potential income that could be generated through different approaches / models for a BID
3. Expected outcomes from a BID project
4. Who would be included in a BID (company size, locations)
5. The timelines for a BID and the expected development costs

Groundwork and BIDs

Groundwork has a strong track record in developing and managing Business Improvement Districts (BIDs) across the Northwest. Groundwork has supported the development of 15 successful BID votes across the UK including the Northwich Town Centre BID, Chester City Centre BID, Winsford Industrial Estate BID, Globe Park BID (Wycombe), Gadbrook Park BID, Astmoor Industrial Estate BID and the Hale Bank Industrial Estate BID. These BID projects have

also included renewal votes (achieving support of up to 96%), where on each occasion the level of support from companies has increased. Our BID projects to date have secured more than £12million of private sector led investment into these trading environments.

Recent BID development projects have included a renewal BID project on Winsford Industrial Estate, which secured a 90% approval, for a third term. Groundwork is also responsible for the management of established BID programmes in Mid Cheshire covering Northwich Town Centre, Winsford Industrial Estate and Gadbrook Park, which collectively are supporting 600+ companies, employing 10,000+ staff to transform trading environments.

A Proposal to Undertake a Feasibility Study

This proposal has been developed to produce a feasibility study for West Lancashire Borough Council and resident businesses / stakeholders. The study will provide an insight into the feasibility of a BID for Ormskirk Town Centre. The project will include face to face engagement with businesses within the locality, coupled with the production and analysis of a rateable value database, to demonstrate the business plan options for a BID. The project will also include the production of a feasibility report and the presentation of the results to West Lancashire Borough Council. Included within this project will be Edge Hill University, who will be engaged to understand the potential role for the University within a Town Centre BID. As well as being provided with the opportunity to respond to the consultation, Groundwork will meet with the University's Management to meet and discuss the concept of a BID.

The results from the feasibility study will enable West Lancashire Borough Council, businesses and stakeholders to make an informed decision on the role a BID may play in supporting the future development of Ormskirk Town Centre. Groundwork will, based upon the findings from this study, make recommendations for timescales for development of a BID should intelligence show a need for such an intervention.

Key deliverables from the proposal:

- ✔ Provision of a report, highlighting:
 - Key findings and trends from consultations with businesses and stakeholders
 - Options for development of a BID (location, sector, business size)
 - Recommendations on timescales and the process for developing a BID
- ✔ Consultation with resident businesses, securing 30 responses from a sample of 60.
- ✔ Production of a rateable value (RV) database including the analysis of RV data.
- ✔ Development of a BID development timeline and a summary of outcomes a BID could generate.
- ✔ A developed understanding for West Lancashire Borough Council on the role a Business Improvement District could play in the future development of Ormskirk Town Centre.

2.0 SERVICE PROPOSAL

2.1 Methodology

The outline approach and methodology for carrying out the feasibility study is based upon the following 6 stages.

Stage 1 – Project start meeting

Stage 2 – Engagement and consultation with companies

Stage 3 – Analysis of Rateable Value (RV) database

Stage 4 – BID development timeline for Ormskirk Town Centre

Stage 5 – Production of the draft report for feedback

Stage 6 – Production of the final report, presentation and reporting

2.2 Detailed scope of work

Stage 1 – Project start meeting

- RV data and business contacts request to West Lancashire Borough Council.
- Introduction of the Groundwork Team to key West Lancashire Borough Council contacts.
- Agreement on contacts for interviews, with contact names, email addresses and telephone contact details to be supplied by West Lancashire Borough Council.
- Review of draft interview questionnaire for feedback from West Lancashire Borough Council.
- Tour of Ormskirk Town Centre by West Lancashire Borough Council to provide intelligence and insight into the Town.
- Agreement of final report format.
- Final agreement of project timetable.

Stage 2 – Engagement and consultation with companies

- A business engagement officer will engage targeted businesses to introduce the project, obtain contact details and encourage participation from businesses.
- West Lancashire Borough Council will make email or telephone introduction to contacts, introducing Groundwork and the project brief **where** this is believed to support engagement.
- West Lancashire Borough Council will provide an introduction to Edge Hill University for Groundwork, in order to facilitate a meeting with management to discuss the concept of a BID and the potential role of the University within the project.
- Release of an online and hardcopy consultation, with a copy of the consultation being delivered or emailed to each company (preference for this will be obtained from companies during the initial engagement process).
- This will be followed up by telephone and face to face engagement with the target companies to encourage responses to the consultation, including the offer to retailers of 1-2-1 consultation responses. The time will also enable the concept of a BID to be discussed further.
- Groundwork will aim to secure responses from 30 businesses, for which it is believed up to 60 companies will need to be engaged.

Stage 3 – Analysis of RV database

- Upon receipt of the RV database from West Lancashire Borough Council, Groundwork will analyse the overall potential value of income a BID could generate.
- Analysis will also be conducted based upon geographical options covering limited areas, summarising the likely level of income at specific percentage levies of 1%, 1.5% and 2%. Analysis will also include

a review of the application of caps and thresholds to the levy, to show the impact of such measures on the overall value of a BID.

Stage 4 – BID development timeline

- Following analysis of the questionnaires and the analysis of RV data, Groundwork will produce a summary timeline, highlighting the key steps in development of a BID and expected outcomes.

Stage 5 – Production of the draft report for feedback

- Groundwork will produce a final report summarising the following:
 - Graphical analysis of questions from stakeholder interviews
 - Summary of key points and findings raised by stakeholders
 - Table summarising the different options for geographical coverage of a BID at different % levies.
 - Summary timeline for development of a BID showing expected outcomes.
 - Recommendations and opinion on whether a BID is feasible for Ormskirk Town Centre.

Stage 6 – Production of the final report, presentation and reporting

- Following feedback on the draft report, sign off of final report.
- Production of a presentation for feedback to West Lancashire Borough Council, businesses and stakeholders
- Invitation to companies to attend a meeting about the study, and understand the next steps towards establishment of a BID
- Identification of key businesses for inclusion within a future BID development steering group.

2.3 Timescales

The dates for a realistic and achievable timetable are as follows:

Stage 1 – Project start meeting (**April 2017**)

Stage 2 – Engagement of businesses (**April / May 2017**)

Stage 3 – Analysis of RV database(**May 2017**)

Stage 4 – BID development timeline (**June 2017**)

Stage 5 – Production of the draft report for feedback (**June 2017**)

Stage 6 – Production of the final report (**June / July 2017**)

The above dates are dependent upon West Lancashire Borough Council providing information around business contacts in a timely manner. In addition, whilst Groundwork will encourage businesses to provide feedback on the interview questions in a prompt timescale, Groundwork cannot control the time businesses will take to respond. The project will aim to secure responses from 30 selected participants to provide a representative sample for the report.

2.4 Personnel details

See details below, and CVs within the appendix of the proposal for qualifications, competence and experience of staff.

| Name and position | Role in the project |
|--|---|
| Greville Kelly – Director | Project direction and client reporting |
| Jane Hough – BID Development Manager | Project implementation, business and stakeholder liaison, and contact |
| Mark Henshaw / Jonathan Hutchinson – Business Engagement | Undertaking structured interviews with stakeholders and companies |
| Stephanie Leese – Administration and Support | Compilation of the questionnaire and responses |

2.5 Fee submission

£7,600+VAT

Notes on proposal:

- **No work can begin on this proposal until the confirmation of order form in the appendix has been signed and returned to Groundwork Cheshire, Lancashire and Merseyside Ltd.**
- The prices within this proposal are valid for orders placed before 30th February 2017
- Additional days required by the client will be charged separately.
- Price includes mileage to the project location.
- Prices exclude VAT which will be charged at the relevant rate.

Agreed Payment Plan:

The above proposal will be invoiced in line with the following arrangements:

| Item | Value | Date / timescale for invoice |
|--|--------|------------------------------|
| ➤ Appointment of Groundwork to deliver the project | £3,000 | Upon appointment |
| ➤ Completion of project | £4,600 | April 2017 |

3.0 GROUNDWORK CHESHIRE, LANCASHIRE AND MERSEYSIDE LTD

'Building sustainable business and sustainable communities'

Set up in 1983, we employ a professional team of staff who work with companies, public sector and voluntary sector organisations and communities to deliver our vision for a sustainable future. We are part of the National Federation of Groundwork Trusts, which provides us with national coverage whilst our local delivery ensures we are always close to our clients needs.

We provide services to our clients that deliver results which benefit them through:

- ✔ **Lower costs**
- ✔ **Increased sales**
- ✔ **Managed business risks**
- ✔ **Enhanced sustainability and managed carbon impacts**

Our employees have a vast range of experience, knowledge and skills that we use to support our clients. All our consultants and trainers maintain professional membership status to the Institute of Environmental Management and Assessment (IEMA), Institute of Safety and Occupational Health (IOSH), or the Institute for Learning (IfL).

When we deliver a project or service for you it will be tailored to your own specific needs and the range of services we can deliver is extensive, however we use the following titles to summarise these service offerings:

- » **Environmental Management**
- » **Carbon and Energy Management**
- » **Health, Safety and First Aid**
- » **Business Improvement Districts**

To view the full range of services visit our website at www.smarterbusiness.org.uk.

Our Environmental Impact and Carbon Footprint

Our own environmental management system is based around the principles of **BS 8555** which ensures we deliver continual environmental improvements in our organisation, ensuring that we comply with legislation and maintain systems to prevent pollution. Groundwork can offer you services which will involve a minimal carbon footprint due to our advisors being locally based and the improvement programmes that we are working on within Groundwork to reduce our own operational carbon emissions.

Not for profit and community investment

Groundwork Cheshire, Lancashire and Merseyside Ltd is a not-for-profit organisation. We are not driven by a need to return annual payments to shareholders or private owners. Therefore, our prices are always competitive and offer exceptional value for money. Where we make a surplus as an organisation, we use this funding to support our charitable work aimed at creating more sustainable communities. Visit www.groundwork.org.uk/sites/clm for more information on our charitable work.

4.0 TERMS AND CONDITIONS

The following conditions and arrangements are operated by Groundwork Cheshire, Lancashire and Merseyside Ltd in our work for the client, unless there is written agreement to any amendments. Together with the Proposal to which they are attached and acceptance of that Proposal, they form the entire contract between Groundwork Cheshire, Lancashire and Merseyside Ltd (the company) and the Client (West Lancashire Borough Council).

Groundwork cannot take any responsibility on how the information provided is interpreted or for any action taken regarding the information provided by the client.

Financial arrangements

The fees relating to this assignment are detailed in the proposal to which these Terms of Working are attached. They remain valid for at least one calendar month from the date of submission of the proposal. The Company reserves the right to amend the proposed fee after this period.

The Company reserves the right to re-negotiate the price if there are major changes in what has been agreed in the contract.

For fixed fee assignments the contract is for the total sum specified in the proposal. Should circumstances arise which could not reasonably have been foreseen at the time of the proposal, the fee may be amended by mutual agreement in respect of the agreed change in work content.

Fees cover time spent on work for the Client whether carried out on the premises or elsewhere.

Travel, accommodation, subsistence, and other expenses necessarily incurred in connection with the assignment will be recharged to the Client.

All payment is due within 30 days of the date of a submitted invoice. Fees and expenses are subject to the addition of Value Added Tax which the Company shall pay in addition.

Receipt of payment for the work invoiced is required within 30 days of the date of the invoice. We bring to your attention the due date of payment, after which in accordance with the late payment of commercial debts (interest) act 1998 the total owed will accrue interest at 1.75% per month, calculated daily plus administration fees to enable collection.

Bank account details:

Account Name: Groundwork Cheshire, Lancashire and Merseyside Ltd
Sort Code: 30-19-56 **Account Number:** 00647922
Bank: Lloyds, 2-6 Market Street, Wigan, WN1 1JN
Charity No: 514727
Company No: 176 4848
Vat number: 483754511

Confidentiality

All material supplied by the client will be held confidentially. No disclosure will be made without the advance permission of the client.

Intellectual Property

All reports, tools, presentations and materials that Groundwork use in delivering these services outlined within this proposal remain the property of Groundwork Cheshire, Lancashire and Merseyside Ltd, and may not be used by any third party without prior written permission from Groundwork Cheshire, Lancashire and Merseyside Ltd.

Complaints Process

If the client is unsatisfied with the work provided by Groundwork this should initially be addressed to the consultant/trainer delivering the work. Where this may not be appropriate, or where the client is not satisfied with the response from the consultant/trainer, then the complaint should be raised with the Director of the Smarter Business team at Groundwork Cheshire, Lancashire and Merseyside Ltd. Groundwork has a formal complaints procedure. This is available upon request.

Insurances and Quality

Groundwork carries professional indemnity insurance, public liability insurance and employees' liability insurance. Details of these are available upon request.

The Company will make every effort to ensure the information provided through the Services is appropriate and accurate. However, only the courts can authoritatively interpret the law and only acts and regulations have force of law. The final decision regarding any advice/information provided by the company is the commercial responsibility of the client.

Groundwork Cheshire, Lancashire and Merseyside Ltd cannot accept responsibility for errors and/or omissions within this document or loss occasioned to persons acting or refraining from action as a result of the material in this document.

The company cannot take any responsibility on how the information provided is interpreted or for any action taken regarding the information provided by the client.

Working Conditions

The Client shall promptly provide the Company with the appropriate instructions and information reasonably required in order that the Company may carry out its obligations under this agreement. Such information will be accurate and complete.

In carrying out this project the Company will be acting as a principal and not as an agent of the Client.

The assignment is confined to work specified in the proposal. The time to complete our work and the measure of its success depend to a degree on factors outside our control. We are limited, therefore, to giving an estimate of the time required and the results obtainable based on the information made available by the Client. Any such estimates, and any confirmation or variation of them in subsequent correspondence or reports, although given in all good faith, shall not be deemed to be undertakings, warranties or contractual conditions.

All conclusions, forecasts and recommendations in any proposal, report, other documents or presentations are made in good faith and on the basis of information before us at the time and are not to be deemed in any circumstances a representation, undertaking, warranty or contractual condition. In no circumstances shall the company be liable for loss of profit or any other consequential damages.

The Company will have no liability for any loss or damage whatsoever arising from breach or non-performance of its duties under this agreement for the supply of services.

Before the Company commences any of the Services, the Client shall inform the Company of any dangers or hazards, whether hidden or not, which the Company is likely to encounter during the performance of the Services. This includes allowing the Company to undertake a risk assessment, which will be discussed with the Client.

The Client shall make available to staff of the Company all information, which they may reasonably require for the effective execution of their work. Where the Company staff are required to work on the Client's premises, the Client will provide them with office accommodation, and relevant Personal Protective clothing as identified in the risk assessment.

The contract between the Company and the Client is governed by English law and the parties undertake to submit to the jurisdiction of the English Courts.

Termination

The contract may be terminated by either party on giving one month's notice in writing, setting out the reasons for the termination. Where the Contract provides for the preparation of a report at the end of the assignment, this will be provided covering the period up to the date of the termination unless the Client agrees in writing that a report need not be submitted.

In the event of the Contract being terminated before the completion date. The Company shall submit an invoice for payment for work in progress, and any additional costs incurred in closing off the contract following termination.

The Company may also claim costs that he or she is bound to pay after the termination was received.

Where this Contract is terminated because the Client is not satisfied with the standard of the Consultant's work, the Company reserves the right to reclaim all, or part of, the fees paid under the terms of this agreement.

For assignments based on Company staff time expended, the Company requires no long-term contract with the Client, either party being free to terminate work by one month's notice in writing. Such notice shall not be given without full prior consultation between the parties concerning the reasons for such termination.

Appendix One - Consultant CVs

Consultants CV

Name: Greville Kelly
Position: Director of Business

Education and Professional Development:

- » University of Lincolnshire and Humberside: BA (Hons) Environmental Studies II: I, 1997
- » Environmental Auditors Registration Association (EARA), Three-day "Introduction to Environmental Management",
- » National Examining Board of Occupational Safety & Health, Certificate (CREDIT)
- » Member of the Institute of Environmental Management and Assessment (IEMA)
- » Registered Environmental Auditor with the Institute of Environmental Management and Assessment
- » Trainer Development Programme - "Train the Trainer" course

Career Summary

Greville Kelly graduated with a degree in Environmental Studies from the University of Lincolnshire and Humberside in 1997. Since 1997 Greville has worked for Groundwork on a range of business support projects and is currently Director of the Trust's Business Team (www.smarterbusiness.org.uk). The business team delivers projects to businesses through funded business support programmes, Business Improvement Districts and commercial contracts for delivering consultancy and training.

Business Improvement Districts

Greville led the development of the UK's first non-retail Business Improvement District in 2005 on Winsford Industrial Estate. This project has now continued to become the longest running non-retail BID in the UK through successive re-ballots, realising approval support from up to 92% of companies. On the back of this success, Greville has directed the development of Business Improvement Districts in retail and non-retail locations including Chester, Northwich, Warrington, Halton and High Wycombe. To date, Greville and his Business Improvement Districts team have supported the development of successful BID ballots across the UK, including five renewal ballots.

Business Support Programmes

Greville has managed the delivery of several ERDF funded programmes across Cheshire, West Lancashire Borough Council and Merseyside. These have included:

- ERDF Funded Halton Business Environment Association 2000- 2006
- ENWORKS Environmental Management and Resource Efficiency Services 2002-2013
- Connecting Cheshire Superfast Business Programme delivered in partnership with Peninsula Enterprises. 2013-2015

The ENWORKS programme supported more than 1000 business over 10+ years. £18million+ of cost savings were delivered for local businesses, resulting in 132,000 Tonnes of CO₂e savings per year, 791 jobs saved and created and £5.1 million of sales safeguarded and won.

The Connecting Cheshire Superfast Business Service was an ERDF funded programme aimed at supporting SMEs to realise the full business benefits from applying ICT and digital technology effectively within their businesses. The programme supported 900+ SMEs with 12 hours+ of support, and enabled more than 200 of these companies to improve their business performance, with £15million of gross value added realised for the economy. The programme also supported the creation and safeguarding of more than 80 jobs over 2 years.

Commercial Consultancy and Training

Greville has developed and delivered a range of commercial consultancy and training programmes, covering a range of topics including environmental management, carbon management, health and safety, climate resilience for SMEs and quality management. Greville's role has included business development, project scoping, delivery and on-going client support.

Supplementary Data / Key Qualifications

- » Significant knowledge of BID development and legislation.
- » Experience of successful project management of BIDs and ERDF funded business support programmes.
- » In-depth understanding of governance arrangements available for BIDs.
- » Experienced project manager capable of managing a range of environmental regeneration projects.
- » Working knowledge of environmental management systems including ISO 14001.
- » Experience of environmental management in various industrial sectors Specialist skills in waste management and auditing.
- » Competent and experienced trainer.
- » Knowledge of current UK and EU environmental, health and safety legislation

Consultants CV

Name: Jane Hough

Position: Business Improvement Districts Manager

Education and Professional Development:

- » ICS Diploma in Personnel Management
- » Media Campaign Training
- » Tips in Tendering Master class
- » Management European Regional Development Fund Finances - Workshop
- » CIEH Level 3 Health and Safety (MERIT)

Career Summary

Jane joined the Groundwork Cheshire Business Team in 2010 as Principal Project Manager, with responsibility for the management of Business Improvement Districts, Green Business Parks, health and safety services and employment programmes.

Jane's work experience encompasses 28 years in both public and private sector in retail, commercial property, warehousing & distribution and the leisure industry. In 1997, Jane joined Paternoster Management services and her career progressed in 2003 to Company Director, with responsibility for corporate contracts, administration, finance and operations. In 2009 Jane joined a consortium of Primary and High Schools in Runcorn to support them with external funding applications and the delivery of special projects.

Since joining Groundwork, Jane continues to use her professional experience through the work on the Business Improvement Districts, together with seeking out new opportunities for enhancing local trading environments and creating successful links with individual businesses and many partners such as Cheshire East Council, Cheshire West and Chester Council, The Cheshire and West Lancashire Borough Council LEP, Winsford Town Council, Northwich Town Council, Chambers of Commerce, and The Mid Cheshire Development Board.

The highlight of Jane's work on Business Improvement Districts and business support projects to date has been:

1. Project management of the Warrington Town Centre BID Feasibility Study in 2016.
2. Project management of the Sealand Industrial Estate BID programme 2016/17
3. Project lead on the development of Winsford Industrial Estate Business Improvement District (BID3) – Successful at vote in November 2015
4. Project lead on the development of Globe Park Business Improvement District – Successful at vote in October 2014
5. Project lead on the development of Gadbrook Park BID 2 – Successful at vote in July 2014
6. Project lead on the development of Northwich Town Centre Business Improvement District – Successful at vote in June 2014
7. Project Management of a comprehensive business consultation with over 400 businesses in Chester City Centre to establish the evidence base to develop a City Centre Business Improvement District – Successful at vote in June 2014
8. Project Management of the development of a successful BID 2 on Astmoor Industrial Estate and Halebank Industrial Estate (Halton) (2012/2013)
9. BIDs Manager of three managed Business Improvement Districts (Northwich Town Centre, Gadbrook Park and Winsford Industrial Estate) in Cheshire
10. Managed a comprehensive business consultation with 10 business parks/industrial estates in Ellesmere Port to establish opportunities for Green Business Park initiatives and potential of a Business Improvement District (2011/2012)
11. Managed a comprehensive business consultation to support the feasibility of a Business Improvement District on Sealand Road industrial Estate and Chester West Employment Park (2011/2012)

Supplementary Data / Key Qualifications

- » Experienced Project Manager
- » High success rates in obtaining external funding through Funding Applications
- » Governor - Sir John Deanes College
- » Executive Board Member and Treasurer of Winsford Industrial Estate Business Improvement District (2005-2008)

- » Board member – Mid-Cheshire Development Board
- » Governor - Hallwood Park Primary School (2009-2010)
- » Trustee - Hartford Primary School Gift Aid Trust (2004-2010)

Consultants CV

Name: Mark Henshaw

Position: *Business Engagement and Sales Officer*

Education and Professional Development:

- » A successful professional within a variety of Industries
- » Fluent in Spanish
- » An experienced professional, particularly in business engagement and advisory management positions across Europe
- » Trained in risk assessment

Career Summary

Mark spent the early part of his career at Management Level within a Government Department as a Personal Advisor and Employer Relationship Manager, initially working during the recession in the early Nineties in deprived communities, with high unemployment and faltering Business development. His remit was to support people back into employment and businesses to stabilise and regrow. Over the years Mark worked directly as a Personal Advisor to Blue Chip Companies such as Marks and Spencer, Tesco and the Copthorne Hotel chain advising on Recruitment, Staff retention, Government initiatives and schemes to assist Companies to recruit and retain staff.

In 2009, Mark took up the position of Business Engagement Officer for Groundwork, since this time Mark has successfully delivered business engagement and business support work on a variety of projects including ERDF funded business support services, business improvement district development projects across retail and non-retail locations and recently leading on the delivery of Town Centre co-ordination activities in Northwich following the approval of a BID in 2014. In 2016 Mark led business engagement activities on two key BID feasibility projects in Warrington and Chester, further enhancing his business engagement skills.

Key projects to date include

- Business Engagement and ongoing business support for the Northwich Town Centre Business Improvement District – Successful at vote in June 2014
- BID feasibility studies (leading on business engagement) in Warrington Town Centre and Chester (Industrial / Retail location)
- Winsford Industrial Estate BID 3 Renewal
- Business Engagement on the development of Globe Park Business Improvement District – Successful at vote in July 2014
- Business Engagement on the Gadbrook Park BID 2 – Successful at vote in July 2014
- Business Engagement on a comprehensive business consultation with over 400 businesses in Chester City Centre to establish the evidence base to develop a City Centre Business Improvement District – Successful at vote in June 2014
- Business Engagement on the development of a successful BID 2 on Astmoor Industrial Estate and Halebank Industrial Estate (Halton) (2012/2013)
- Business Engagement on comprehensive business consultation with 10 business parks/industrial estates in Ellesmere Port to establish opportunities for Green Business Park initiatives and potential of a Business Improvement District (2011/2012)

- Business Engagement on comprehensive business consultation to support the feasibility of a Business Improvement District on Sealand Road industrial Estate and Chester West Employment Park (2011/2012)
- Business Engagement lead on the Cheshire East People into Jobs ERDF programme.

Supplementary Data / Key Qualifications

- » Experienced Business and Sales Consultant across various Industries, Welfare to Work, Property, Footwear and Recruitment.
- » Business Engagement for several years in Spain including working alongside and with Solicitors and various Bank Directors of British and Spanish Banks.
- » Experienced Recruitment Consultant in both Public and Private sectors.
- » Experienced Personal Advisor.

Appendix Three – Acceptance of Order

| | |
|--------------------------------|--|
| Customer Name | |
| Address | |
| Contact | |
| Position | |
| Service to be delivered | |
| Order number | |
| Cost excluding VAT | |
| Customer signature | |
| Date | |
| For office use only | |
| Project Code | |
| Income Source | |

This signed approved proposal will be delivered in line with **Groundwork Cheshire, Lancashire and Merseyside's** standard terms and conditions of business which are detailed within this proposal document (Section 5) and available from our website at www.smarterbusiness.org.uk.

Please fax/post/email back to:

Greville Kelly
 smarterbusiness C/o
 Groundwork Cheshire, Lancashire and Merseyside Ltd
 Yarwoods Arm
 Navigation Road
 Northwich
 CW8 1BE
 Email: greville.kelly@groundwork.org.uk
 Tel: 01606 723175

Equality Impact Assessment Form



| | |
|--|--|
| Directorate: Development and Regeneration | Service: Regeneration |
| Completed by: Dominic Carr | Date: 24.1.2017 |
| Subject Title: Developing an Ormskirk Business Improvement District | |
| 1. DESCRIPTION | |
| Is a policy or strategy being produced or revised: | No* <i>*delete as appropriate</i> |
| Is a service being designed, redesigned or cutback: | No* |
| Is a commissioning plan or contract specification being developed: | Yes* |
| Is a budget being set or funding allocated: | Yes* |
| Is a programme or project being planned: | No* |
| Are recommendations being presented to senior managers and/or Councillors: | Yes* |
| Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations): | No* |
| Details of the matter under consideration: | To consider appointing Groundwork to undertake a feasibility study to investigate the implications of developing a BID for OTC |
| <p><i>If you answered Yes to any of the above go straight to Section 3</i></p> <p><i>If you answered No to all the above please complete Section 2</i></p> | |
| 2. RELEVANCE | |
| Does the work being carried out impact on service users, staff or Councillors (stakeholders): | Yes/No* <i>*delete as appropriate</i> |
| If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i> | |
| If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i> | |
| 3. EVIDENCE COLLECTION | |
| Who does the work being carried out impact on, | |

| | |
|--|--|
| i.e. who is/are the stakeholder(s)? | Businesses in OTC/TCMG |
| 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)? | No |
| Which of the protected characteristics are most relevant to the work being carried out? Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity | Yes Yes Yes Yes Yes Yes Yes Yes Yes |
| 4. DATA ANALYSIS | |
| In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why? | N/A |
| What will the impact of the work being carried out be on usage/the stakeholders? | The development of this feasibility study will inform the TCMG if it is appropriate to develop a BID to OTC. |
| What are people's views about the services? Are some customers more satisfied than others, and if so what are the reasons? Can these be affected by the proposals? | The feasibility study will directly inform the OTCMG if it is appropriate to develop a BID for OTC which could benefit all stakeholders. If there is a case to develop a BID a full ballot of businesses in the defined BID area would take place. |
| 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 |
| If any further data/consultation is needed and is to be gathered, please specify: | As above |
| 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)? | If a BID is taken forward then there may be additional improvements to OTC. The nature of these improvements would be decided by the BID board but could include additional events, improved security, |

| | |
|---|--|
| | increased promotion and footfall. These improvements should have a positive impact upon all stakeholders including those with protected characteristics. |
| 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.). | The development of a BID should have a positive impact upon all stakeholders |
| What actions do you plan to take to address any other issues above? | No actions <i>If no actions are planned state no actions</i> |
| 7. MONITORING AND REVIEWING | |
| When will this assessment be reviewed and who will review it? | When the feasibility study has been completed the results will be evaluated by Council officers as well as members of the OTC Management Group. |



CABINET: 14 March 2017

EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
30 March 2017

Report of: Director of Leisure and Wellbeing

Relevant Portfolio Holder: Councillor K Wright

Contact for further information: Mrs Laura Lea (Extn. 5196)
(E-mail: laura.lea@westlancs.gov.uk)

SUBJECT: HOMELESSNESS STRATEGY 2017-2022 (CONSULTATION DRAFT)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To approve the draft Homelessness Strategy 2017-2022 for consultation.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the draft Homelessness Strategy 2017-2022; attached as Appendix 1; be made available to the public and stakeholders for a period of consultation from 20 March 2017, for a period of 6 weeks.

2.2 That the Director of Leisure and Wellbeing, in consultation with the relevant Portfolio Holder, be authorised to make any minor changes to the strategy prior to consultation period.

2.3 That call in is not appropriate as the report will be submitted to the Executive Overview & Scrutiny Committee on the 30 March 2017.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That following consideration of the report any agreed comments be submitted to the relevant Portfolio Holder.

3.0 BACKGROUND

3.1 The Homelessness Act 2002 introduced a duty on local authorities to regularly review homelessness in their area and to produce a Homelessness Strategy.

In order to inform the Homelessness Strategy 2017-2022, a review of homelessness in West Lancashire was carried out in 2016.

4.0 CURRENT POSITION

- 4.1 The Homelessness Strategy 2017-2022, as attached at Appendix 1, provides an updated picture of homelessness in the Borough and outlines the key objectives that will be addressed.
- 4.2 The Action Plan contained in the report outlines the actions that will be taken to meet the key objectives in order to reduce the number of homeless households in the Borough.
- 4.3 The strategy also provides an update on the progress made since the Homelessness Strategy 2007-2012.

5.0 HOMELESSNESS REVIEW FINDINGS

- 5.1 The homelessness review found that despite homelessness presentations nationally increasing, in West Lancashire, the number has been in decline since 2011. However, whilst this is welcome, the percentage of people presenting as homeless who are owed the full re-housing duty has increased from 37% in 2014/15 to 57.8% in 2015/16.
- 5.2 Lone female parents aged 25-44 are more likely to present as homeless, reflecting the national trend whilst the main cause of homelessness has consistently been the ending of an assured shorthold tenancy, again reflecting the national trend.
- 5.3 The use of temporary accommodation is minimal compared to national figures; only 10 households were placed during 2015/16 which is a slight increase on 2014/15. No households were placed in Bed and Breakfast or hostel accommodation.
- 5.4 The number of households prevented from becoming homeless is on the increase with 29 prevention cases in 2015/16.

6.0 PROPOSED ACTIONS

- 6.1 The key objectives of the strategy are:

Objective 1: Enhance the depth and range of housing advice services to meet current and future challenges

Objective 2: Enhance the housing offer available to all homeless applicants in the Borough

Objective 3: Improving health and wellbeing

- 6.2 In order to meet the key objectives, an Action Plan has been devised that will focus on improving the depth and range of housing advice services to ensure more homeless cases are prevented.
- 6.3 A new homelessness prevention toolkit will be developed alongside an improved advice offer to those people who do not have a priority need for assistance. A private landlord working group will also be established to look at barriers in offering tenancies to homeless households and to find ways to reduce the number of evictions.

7.0 CONSULTATION

- 7.1 As part of the process of updating the strategy, a period of public consultation is required to allow stakeholders and the public to provide feedback or suggested improvements. To facilitate this, a copy of the draft strategy will be circulated for consultation for a period of 6 weeks from the 20 March 2017.

8.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 8.1 The actions contained in the strategy will help to improve the housing advice offer to all who are faced with homelessness which in turn will reduce the number of households becoming homeless. The strategy also links to the sustainable living key objective of the Sustainable Community Strategy.

9.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 9.1 There are some financial/ resource implications arising from this report in respect of certain actions however these will be met using existing resources including the homelessness prevention grant received from Government.

10.0 RISK ASSESSMENT

- 10.1 The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant risk registers.

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

- A. Homelessness Strategy 2017-2022 (Consultation Draft)
- B. Equality Impact Assessment
- C. Minute of Cabinet 14 March 2017 (Executive Overview and Scrutiny Committee only) – to follow



Homelessness Strategy 2017 – 2022

DRAFT

This document is produced by West Lancashire Borough Council. If you require a copy of this document in large print or another language, please contact:

Laura Lea
Homelessness & Private Sector Housing Manager
Telephone: 01695 585 196
Email: laura.lea@westlancs.gov.uk

You can also download this document from our website at www.westlancs.gov.uk

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1.0 Introduction

1.1 The Homelessness Strategy for West Lancashire provides an opportunity for the Council to analyse recent homelessness trends and outline our objectives to tackle homelessness over the next three years. The strategy has been developed against a backdrop of unprecedented change in national policy including fundamental reforms to welfare benefits.

1.2 The purpose of the strategy is to provide prevention measures and services primarily for those living in or with a local connection to West Lancashire.

1.3 In order to inform this strategy, a review of homelessness was carried out in 2016. The purpose of the review was to:

- Review the current and likely future levels of homelessness
- Identify the people at risk of homelessness
- Identify the main causes of homelessness
- Review the homelessness prevention measures carried out by the Council
- Review the accommodation and support options available for those who are homeless or threatened with homelessness

1.4 The data used to carry out the homelessness review and in turn inform this strategy is from a number of sources:

- West Lancashire Borough Council's Homelessness Database
- P1E Returns (Government statistical return completed by local authorities)
- Office for National Statistics
- UK House Price Index
- Shelter Databank
- Liberty Centre

1.5 In developing this strategy, the Council has also consulted with partners and stakeholders to ensure that their views are represented.

1.6 The strategy also reflects the Council's vision of being ambitious for West Lancashire and the corporate priorities which are:

- **Ambitious for our Economy**
Retain and grow jobs, increase skill levels and encourage business and wealth
- **Ambitious for our Environment**
Enhance the built and physical environment and its cleanliness
- **Ambitious for Health and Wellbeing**
Improve the health and wellbeing of local communities

- 1.7 In addition to the above, the following Council strategies have also been taken into account:
- West Lancashire Borough Council Housing Allocations Policy 2013
 - BRE Dwelling Level Housing Stock Modelling and Database for West Lancashire Borough Council April 2016
 - West Lancashire Borough Council Housing Strategy 2014-2019
- 1.8 This document replaces the Homelessness Strategy 2007-2012.

2.0 Homelessness Review – Main Findings

- 2.1 The homelessness review 2016 found that despite the number of people presenting as homeless nationally increasing, locally, the number has been in decline since 2011. However, although the number of people presenting as homeless is in decline, the percentage accepted as being owed the full re-housing duty has increased from 37% in 14/15 to 57.8% in 15/16.
- 2.2 More homeless presentations are made by people aged 25-44, with lone female parents being the most likely to seek assistance; this again reflects the national trend.
- 2.3 The main cause of homelessness locally has consistently been the ending of an assured shorthold tenancy followed by parental eviction and domestic violence. These are also the main reasons nationally.
- 2.4 The main reason for a homeless applicant to have a priority need for assistance is having dependent children. This has been the main reason for the last 5 years. This is also the main reason nationally.
- 2.5 Locally, 94% of all homeless presentations are made by people classing themselves as White British with 98.4% of those being UK nationals. This reflects the small BME population of the Borough.
- 2.6 The use of temporary accommodation declined between 2011/12 and 2014/15 before increasing slightly in 2015/16, however, only 10 households were placed in temporary accommodation during 2015/16.
- 2.7 The number of children in those households placed in temporary accommodation has also reduced from 26 in 2011/12 to just 4 in 2015/16.
- 2.8 The number of households who were prevented from becoming homeless was at its highest in 2011/12 at 36. Numbers fell to 21 in 2013/14 but are now increasing with 29 prevention cases in 2015/16.

3.0 Key Objectives

3.1 The main findings of the homelessness review have been used to inform the key objectives of the strategy.

Objective 1: Enhance the depth and range of housing advice services to meet current and future challenges

Objective 2: Enhance the housing offer available to all homeless applicants in the Borough

Objective 3: Improving health and wellbeing

4.0 National Strategic Context

4.1 The Government's main policy initiatives in relation to homelessness were released in 2012. The No Second Night Out campaign aimed to end rough sleeping whilst Making Every Contact Count focussed on tackling the underlying causes of homelessness and preventing homelessness at an early age.

4.2 Both initiatives remain Government policy, however, a recent Select Committee Inquiry and a proposed Homelessness Reduction Bill may see changes to the way homelessness advice and assistance is provided by local authorities in the future.

4.3 New legislation introduced since 2012 has also changed the way homelessness services are provided.

4.4 **Localism Act 2011:** the Localism Act came into force in November 2012 and supports the improvement of local housing options. The Act contained a number of key provisions relevant to homelessness including the power to discharge the full homelessness duty with an offer of private rented accommodation.

4.5 **Welfare Reform Act 2012:** the Welfare Reform Act 2012, aimed to simplify the benefits system and help more people into work. The Act introduced the following changes that have had an impact on the availability and affordability of housing:

- changes to the local housing allowance rates left fewer tenants being able to meet their rental costs through housing benefit
- the shared accommodation rate was extended to those aged 25-34 meaning fewer single people were able to afford to rent accommodation unless it was shared accommodation
- the introduction of the under-occupation charge (bedroom tax) for working age social rented tenants

- the introduction of the council tax support scheme in place of council tax benefit meant all households now had to pay something towards their council tax bill
 - the introduction of a benefit cap, restricting the amount of benefits a household can receive
 - the introduction of Universal Credit
- 4.6 **Deregulation Act 2015:** the Deregulation Act 2015 introduced protection for private rented tenants against so called retaliatory evictions. Retaliatory eviction is where a tenant makes a legitimate complaint to their landlord about the condition of their property and instead of making the repair; the landlord serves them with an eviction notice. All new assured shorthold tenancies starting on or after 1 October 2015 will be covered by the provisions in the Act.
- 4.7 **Welfare Reform and Work Act 2016:** the Welfare Reform and Work Act 2016 reduced the benefit cap set by the Welfare Reform Act 2012 to £20,000 per year for couples and lone parents and £13,400 per year for single people. Under the Act, certain social security benefits and child tax credits have been frozen for four years from April 2016 and social housing rents have to be reduced by 1% per year for 4 years from April 2016.
- 4.8 **Housing and Planning Act 2016:** the Housing and Planning Act 2016 contains measures that could have an impact on social housing and homelessness including:
- the extension of the right to buy to housing association tenants
 - local authorities will be required to sell their higher value homes as they become vacant, impacting on the supply of social housing
 - local authority tenants with higher incomes will be required to pay a higher rent
 - measures to tackle rogue landlords in the private sector including banning orders, a national database of rogue landlords and the extension of when a tenant can apply for a rent repayment order
 - private landlords will be able to regain possession of a property they believe has been abandoned without a court order (a specific procedure is in place)
- 4.9 **Select Committee Inquiry into Homelessness:** in December 2015, a Government Select Committee launched an inquiry into homelessness following evidence that homelessness and in particular, rough sleeping was increasing. The Committee concluded that the Government must:

- take steps to improve homelessness data collection
- explore measures to give greater confidence both to tenants and landlords to encourage them to let to homeless people including reviewing local housing allowance levels and encouraging landlords to offer longer assured shorthold tenancies
- review the definition of affordable housing to reflect local needs
- recognise that many 18/21 year olds are at risk of homelessness and where they have lost their job, to have a 'grace period' before the housing element of Universal Credit is withdrawn
- allow all recipients of housing support to have their housing benefit paid directly to their landlord
- consider setting a statutory duty to provide meaningful support to single homeless people who can prove a local connection
- monitor the practice of housing homeless families away from their local area
- review the funding of mental health services for homeless people
- review the level of refuges for victims of domestic violence
- review the level of hostel provision for single homeless people
- exempt all supported accommodation schemes from the proposed rent cap

4.10 **Homelessness Reduction Bill:** following the Select Committee Inquiry, the Homelessness Reduction Bill was introduced as a Private Members Bill. The aim of the Bill is to reform the current homelessness duties to ensure that local authorities provide meaningful advice and assistance to those people who do not fall into a priority need category or who have been found to be intentionally homeless.

4.11 The Bill is currently going through the parliamentary process and is unlikely to become law before the publication of this strategy. The Bill proposes the following:

- The definition of being threatened with homelessness be extended from 28 days to 56 days
- Local authorities must accept a valid S.21 notice as evidence that the tenant is threatened with homelessness
- The creation of a stronger advice and information duty

- The creation of a stronger prevention duty for anyone threatened with homelessness and eligible for assistance
 - Introduce a new relief duty for all eligible applicants who have a local connection meaning local authorities must take reasonable steps to secure accommodation regardless of priority need status
 - Incentivise people to engage in prevention and relief work by allowing local authorities to discharge their prevent and relief duties if an applicant unreasonably refuses to cooperate with the course of action proposed
 - Introduce a right to judicial review at the prevention, relief and main duty stages to ensure local authorities are held to account
 - Collect data in order to monitor the overall effectiveness of the new legislation
 - Explore options for further enforcement such as through the creation of a regulator of housing and homelessness services
- 4.12 The Council already takes steps at an early stage to assist those threatened with homelessness however; the additional requirements may require a re-design of the homelessness service.

5.0 Local Strategic Context

- 5.1 West Lancashire's geographical location in the North West of England is unique. It has a dual identity, being the southernmost borough in the county of Lancashire but also located within the Liverpool City Region. The borough comprises a mix of vibrant towns and villages sitting alongside tranquil countryside which covers an area of 38,109 hectares and contains the greatest proportion of Green Belt land in England.
- 5.2 The borough has a population of 110,700 with 49,219 dwellings. The majority of people live in the Borough's three main settlements, Skelmersdale, Ormskirk and Burscough. There are also three distinct rural areas; the Northern, Eastern and Western Parishes, containing a number of villages, the largest of which are in the settlements of Tarleton and Hesketh Bank.
- 5.3 The borough is also adjacent to a number of large urban areas including Southport to the west, Liverpool and parts of Knowsley to the South, St Helens and Wigan to the east and Chorley, Leyland and Preston to the north east.

- 5.4 Housing support services across Lancashire are currently funded through Lancashire County Council's (LCC) Supporting People programme. In January 2015, LCC announced the need to identify savings of £4.8 million from April 2017.
- 5.5 Following a public consultation, LCC agreed the following:
- a) To cease funding non-statutory supporting people services
 - b) To agree an annual budgetary provision from the Prevention and Early Help Fund of:
 - Up to £500k for crisis support
 - Up to £1.25 million for domestic abuse services including refuges
 - Up to £1.25 million for services for homeless people with complex needs
 - c) To utilise up to £1 million during 2017/18 to facilitate:
 - The reconfiguration of housing and support pathways/services for care leavers and young people who are homeless
 - The development of commissioning intentions and re-procurement of services for homeless households with complex needs
- The above changes will come into effect from April 2017.
- 5.6 Whilst services for victims of domestic violence, homeless young people and those with complex needs will still receive funding, the following services will not be funded and provision is likely to cease from March 2017:
- Housing related support in sheltered housing
 - Housing related support for people with mental health issues
 - Floating support services
- 5.7 Providers of housing related support services are currently exploring alternative funding options and have indicated that if alternative funding is not available, it is likely that those services will cease.
- 5.8 As housing related support services are provided to people who have accommodation, the loss of that support may increase the number of people becoming homeless due to their inability to independently manage their tenancies.

6.0 Legal Framework

6.1 The process of assessing an application for homeless assistance is governed by the following legislation and guidance:

- Housing Act 1996 (Part 7)
- Homelessness Act 2002
- Homelessness (Priority Need for Accommodation)(England) Order 2002
- Homelessness (Suitability of Accommodation) (England) Order 2003
- Homelessness Code of Guidance for Local Authorities 2006

6.2 The legal definition of homelessness is defined in Part 7 of the Homelessness Act 1996. A person is homeless if he or she

‘has no accommodation anywhere in the UK or elsewhere that is available for his/her occupation and which he/she has a legal right to occupy’

6.3 A person can also be homeless if they have accommodation but:

- He/she cannot secure entry to it
- It consists of a moveable structure and there is no place that he/she can place it to reside in it
- The accommodation is not reasonable to continue to occupy

6.4 Whilst many people will fall within the definition of homelessness, not everyone will qualify for assistance from the Council.

6.5 There are a number of legal duties and powers contained in the legislation ranging from a duty to provide advice to an obligation to provide accommodation.

6.6 In order to determine the duty owed, local authorities are required to make reasonable enquiries to determine whether the applicant is:

- Eligible for assistance
- Homeless or threatened with homelessness
- In priority need
- Homeless intentionally

- 6.7 Local authorities can also take into account whether the applicant has a local connection to the area.
- 6.8 The duty owed to a homeless person is dependent on the decision that is made following an investigation of the case. A person can be found to be:
- Homeless, eligible for assistance, in priority need and unintentionally homeless
 - Homeless, eligible for assistance, in priority need but homeless intentionally
 - Homeless, eligible for assistance but not in priority need
 - Homeless but not eligible for assistance
 - Not homeless
- 6.9 Local authorities only owe the main re-housing duty to people that are found to be homeless, in priority need and unintentionally homeless.
- 6.10 Local authorities may also carry out prevention and relief activities to assist a person whether they have a priority need or not.
- 6.11 Homeless prevention refers to positive action taken by the local authority to enable a person at risk of homelessness to either remain in their current accommodation or obtain alternative accommodation for at least the next 6 months.
- 6.12 Homeless relief refers to positive action to secure accommodation for households who are already homeless that bring that homelessness to an end.

7.0 Review of the Current Homelessness Strategy

- 7.1 The Homelessness Strategy 2007-2012 action plan set out a number of actions to tackle homelessness in the Borough. Since the production of the action plan, there have been a number of key achievements:

Customer Service Points

The Council created two Customer Service Points, located in Skelmersdale and Ormskirk. Both provide confidential interview rooms enabling clients to be assessed on a day and in a location that is suitable for them.

West Lancashire HomeFinder

A choice based lettings scheme called West Lancashire HomeFinder has been introduced, changing the way that Council tenancies are allocated. The scheme provides choice and transparency to those seeking Council accommodation, including homeless applicants.

Homelessness Database

A computerised homelessness data recording system has been introduced leading to more accurate data recording.

West Lancashire Landlord Accreditation Scheme

The Council launched the West Lancashire Landlord Accreditation Scheme in 2012. The aim of the scheme is to encourage private landlords to become accredited in order to raise both property and management standards in the sector.

Affordable Housing

New affordable housing continues to be built including the first new Council homes for nearly 20 years.

Council Website

A Council website has been developed which includes housing and homelessness advice.

Homelessness Decision Letters

Standard homeless decision letters have been implemented in line with good practice guidance.

Accessible Temporary Accommodation

A unit of temporary accommodation has been adapted to meet the needs of a disabled person.

Rent Deposit Guarantee Scheme

The scheme, administered by the Homelessness Advice & Prevention Team provides assistance in the form of a bond to those qualifying applicants who are unable to fund a cash deposit to secure private rented accommodation.

Sanctuary scheme

The scheme, administered by the Homelessness Advice & Prevention Team and provided by Safe Partnerships, offers additional home security measures to victims of domestic abuse to enable them to remain living safely in their own home.

8.0 National Homelessness

- 8.1 The Department for Communities and Local Government produces a Housing Statistical Release on a quarterly basis that provides information on the number of households making homeless presentations.
- 8.2 The release published on the 30 June 2016 shows that the number of people presenting as homeless nationally has been in the increase since 2010. Between January and March 2016, over half of those applications were accepted as being unintentionally homeless and in priority need and therefore owed the main re-housing duty. This was a 2% increase on the previous quarter and 9% of the same quarter in 2015.
- 8.3 The main reason for homelessness was the end of an assured shorthold tenancy, followed by parental eviction and domestic violence.
- 8.4 The majority of those presenting as homeless were aged 25-44.
- 8.5 The main reason for a homeless person to have a priority need for assistance was having dependent children.
- 8.6 Lone female parents were the most common household type accepted as homeless.
- 8.7 60% of all those accepted as homeless classed themselves as White British.
- 8.8 The number of homeless households housed in temporary accommodation has been on the increase since 2011. On the 31 March 2016, 71,540 households were in temporary accommodation, an 11% increase since 2015 and up 49% on the lowest number recorded on 31 December 2010. The number of children in temporary accommodation nationally has also increased.
- 8.9 Local authorities took action to prevent homelessness for 198,100 households in 2015/16, down from 205,000 in 2014/15.
- 8.10 14,400 non-priority homeless people were helped out of homelessness (homeless relief) by local authorities in 2015/16, down from 15,700 in 2014/15.

9.0 Housing Supply and Demand in West Lancashire

- 9.1 Owner occupation remains the dominant tenure in West Lancashire with 36,543 of the 49,219 homes in the Borough being owner occupied.
- 9.2 The Borough retains a large social housing sector with 7,320 homes, 6,116 of these being Council owned properties.
- 9.3 The private rented sector is the smallest sector in the Borough with 5,356 homes.
- 9.4 Average property prices in the Borough are higher than both Lancashire and the North West. Private rents are also higher than both Lancashire and the North West meaning demand is high for social housing.
- 9.5 The number of people registering with West Lancashire HomeFinder, the Council's choice based letting scheme, has increased over the last 3 years from 1667 registrations in April 2014 to 2383 in April 2016.
- 9.6 Despite an increase in the number of people registering for accommodation with the Council, the number of Council properties let each year has decreased from 637 in 2013/14 to 493 in 2015/16.
- 9.7 New houses continue to be built within the Borough in an effort to meet demand. Table 1 shows the number of new home completions over the last five years.

Table 1: New Home Completions

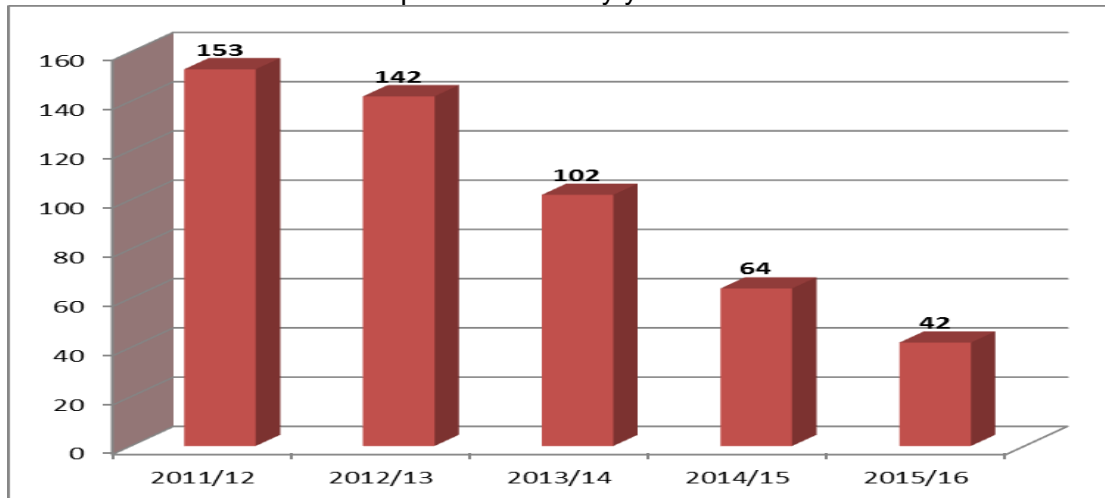
| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------------------|---------|---------|---------|---------|---------|
| Housing Association | 10 | 30 | 60 | 20 | 60 |
| Council | 20 | 0 | 0 | 0 | 10 |
| Private Developers | 90 | 170 | 100 | 190 | 260 |

Source: Shelter Databank

10.1 Homeless Presentations

- 10.1. Between April 2011 and March 2016, the Council dealt with 503 homeless presentations. The number of presentations has declined year on year and was at its lowest in 2015/16.

Table 2: Number of homeless presentations by year

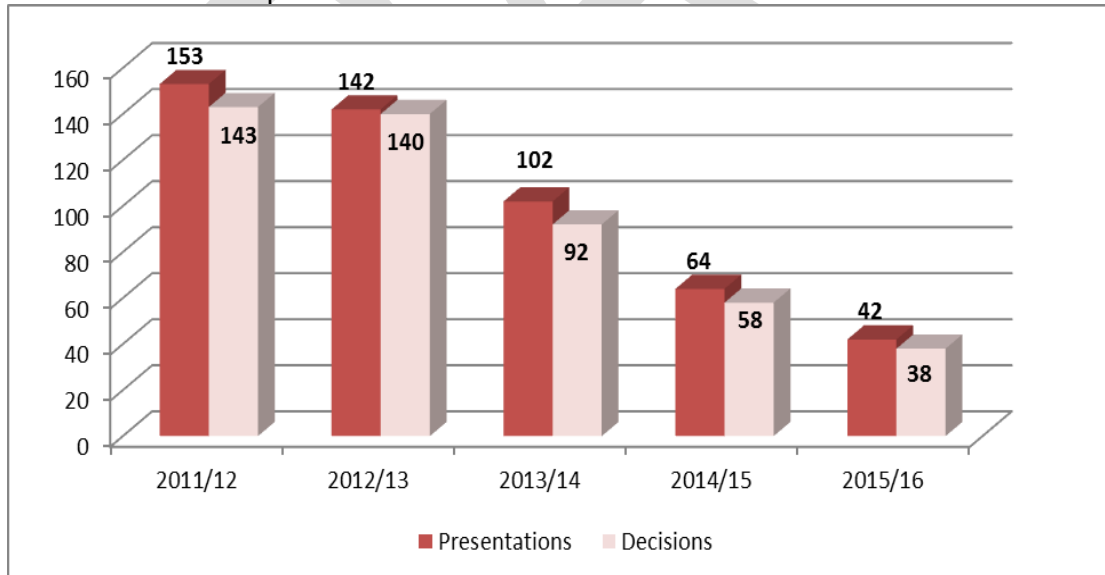


Source: WLBC Homelessness Data

10.2 Not all homeless presentations result in a decision being issued. There are many reasons for this, such as the applicant failing to make any further contact or their homelessness is resolved in another way.

10.3 Analysis of the data suggests that over the last 3 years, 90% of all presentations resulted in a decision being issued. This is a decrease from 93.4% in 2011/12 and 98.5% in 2012/13.

Table 3: Number of presentations and decisions



Source: WLBC Homelessness Data

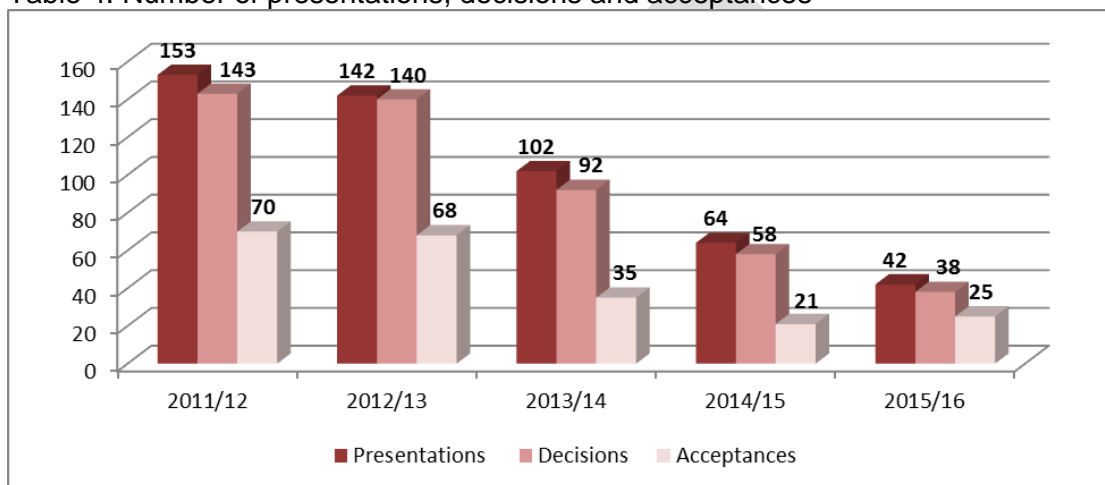
11.0 Outcome of Homeless Presentations

11.1 When a homeless application is received and an investigation is carried out, there are five possible decisions that can be reached. A person can be found to be:

- Eligible, unintentionally homeless and in priority need
- Eligible with a priority need but intentionally homeless
- Eligible, homeless, but not in priority need
- Not Homeless
- Ineligible for assistance

11.2 The decision that is reached determines what further action if any the Council must take. Only those households found to be eligible, unintentionally homeless and in priority need are owed the full re-housing duty. Those found to be intentionally homeless or not in priority need are only entitled to advice and assistance to help them secure alternative accommodation.

Table 4: Number of presentations, decisions and acceptances



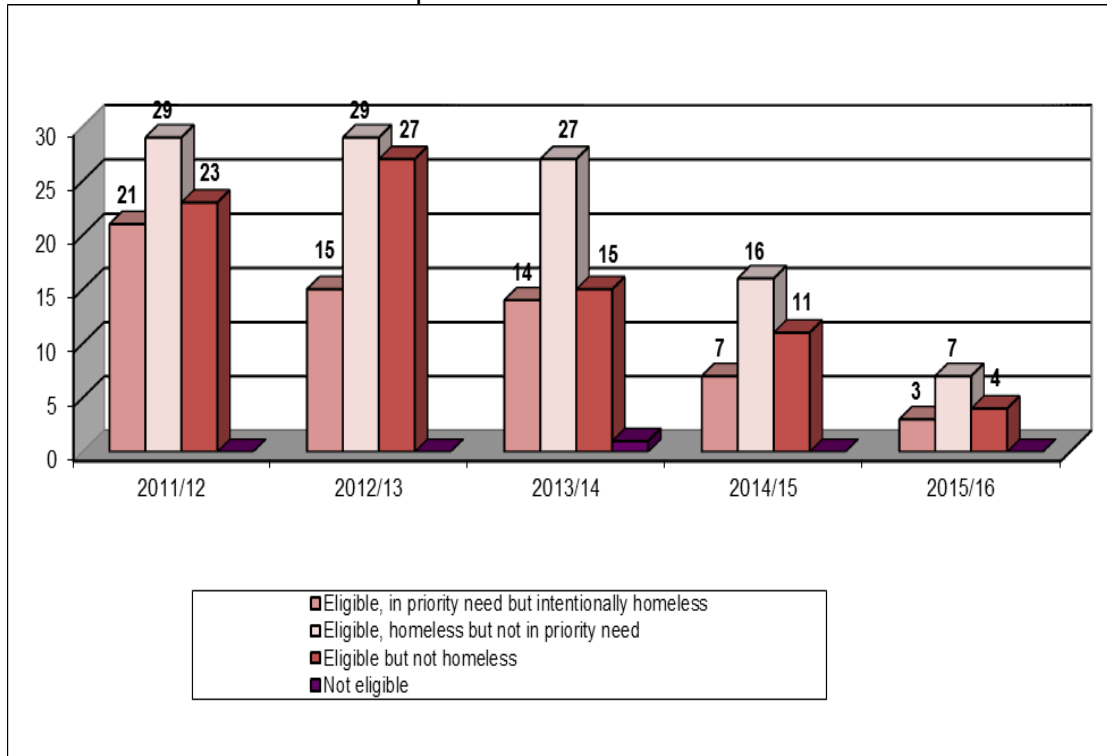
Source: WLBC Homelessness Data

11.3 In 2011/12 and 2012/13, approximately half of all households who received a decision were accepted as being homeless and therefore owed the full re-housing duty. This reduced in 2013/14 and 14/15 to approximately 37% before increasing to 57.8% in 2015/16.

11.4 Although there was a percentage increase in the number of households being accepted in 2015/16, the actual number of decisions made was at its lowest at 38. The figures suggest that although less people are presenting as homeless, more of those presentations are resulting in a re-housing duty being owed.

11.5 As the number of acceptances is far less than the total number of presentations, it is interesting to note the outcome of the other cases.

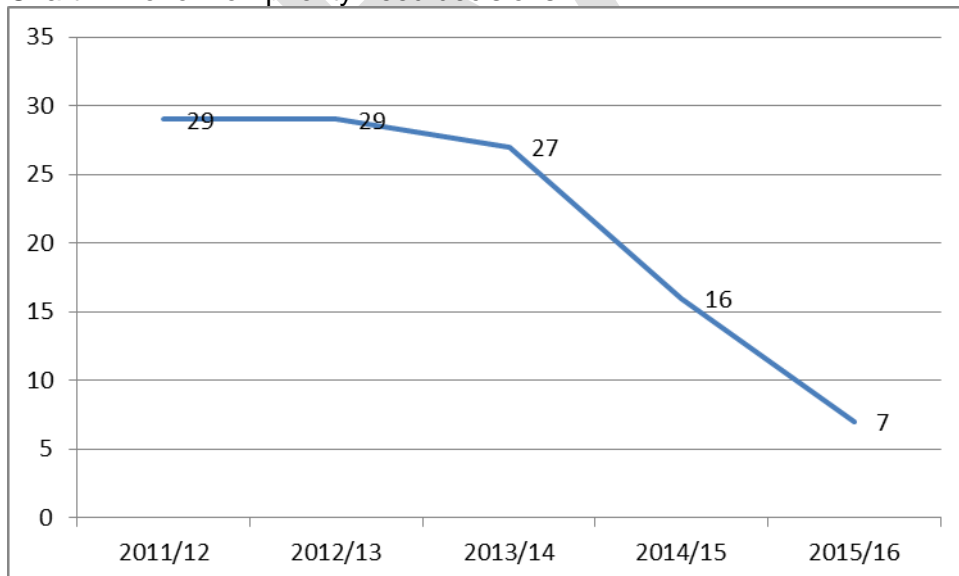
Table 5: Outcome of homeless presentations



Source: WLBC Homelessness Data

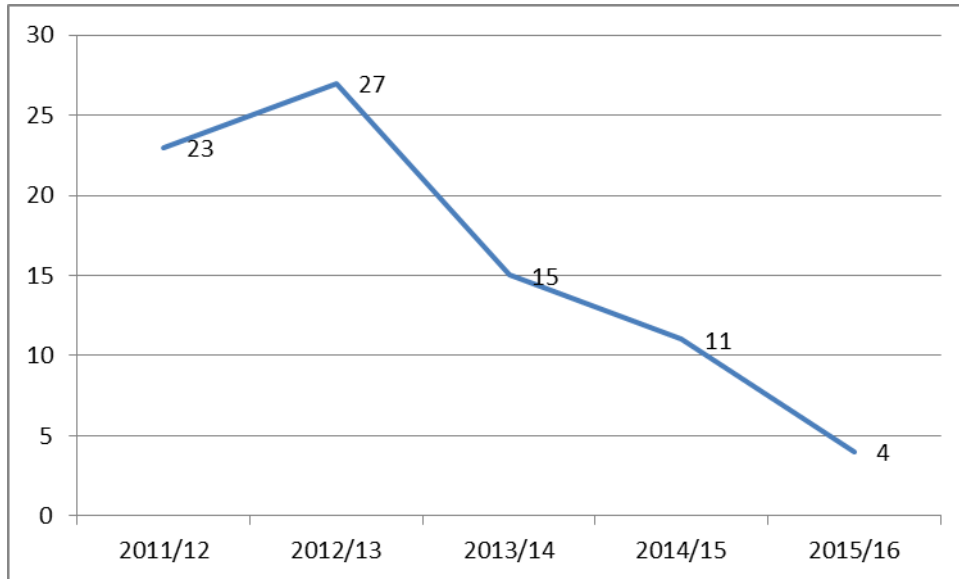
11.6 The number of households found to be homeless but not in priority need, whilst in decline, has consistently been second to the number of people accepted as being unintentionally homeless and in priority need.

Chart 1: No. of non-priority need decisions



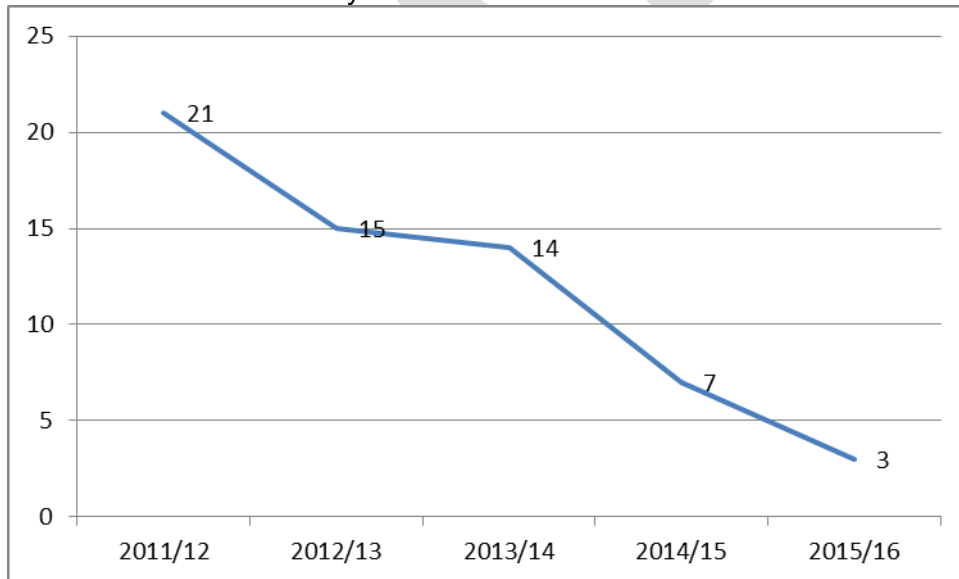
11.7 The number of people found not to be homeless increased between 2011/12 and 2012/13, then declined each year to its lowest ever number in 2015/16.

Chart 2: No. of not homeless decisions



11.8 The number found to be homeless intentionally has always been the lowest for each of the five years.

Chart 3: No. of intentionally homeless decisions



11.9 In the last five years, only 1 person has been found not to be eligible for assistance.

12.0 Homelessness Presentations & Age

12.1 The highest proportion of homeless presentations are made by applicants aged 25 - 44 with the second highest by applicants aged 16 – 24. Only 16% (81) of applicants were aged over 45.

Table 6: Number of presentations by age group

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|-------|---------|---------|---------|---------|---------|
| 16-24 | 63 | 52 | 30 | 17 | 15 |
| 25-44 | 67 | 69 | 52 | 35 | 26 |
| 45-59 | 21 | 21 | 13 | 9 | 0 |
| 60-64 | 1 | 0 | 4 | 0 | 0 |
| 65-74 | 1 | 0 | 2 | 3 | 0 |
| 75+ | 0 | 1 | 3 | 1 | 1 |

Source: WLBC Homelessness Data

12.2 Data provided by the Liberty Centre mirrors the above data, with the highest proportion of people approaching the service being aged 25-44. In contrast with the Council's data, very few young people (16-24) approach the Liberty Centre for assistance.

Table 7: Approaches to the Liberty Centre

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|-------|---------|---------|---------|---------|---------|
| 16-24 | 3 | 5 | 6 | 4 | 4 |
| 25-44 | 30 | 22 | 15 | 16 | 19 |
| 45-59 | 10 | 16 | 12 | 11 | 13 |
| 60-64 | 10 | 15 | 2 | 16 | 11 |
| 65-74 | 8 | 8 | 9 | 3 | 3 |
| 75+ | 2 | 2 | 2 | 0 | 0 |

Source: Liberty Centre

12.3 Population data as recorded by the 2011 Census shows that despite the largest number of homeless presentations being made by the 25-44 age group, when compared with the population totals, a higher percentage of 16-24 year olds presented as homeless.

Table 8: Population totals for West Lancashire by age group

| Age | Population Total | % of homeless presentations |
|-------|------------------|-----------------------------|
| 16-24 | 13,656 | 1.29 |
| 25-44 | 25,167 | 0.98 |
| 45-59 | 23,219 | 0.27 |
| 60-64 | 7,886 | 0.06 |
| 65-74 | 11,764 | 0.05 |
| 75+ | 9,111 | 0.06 |

Source: Office for National Statistics 2011 Census

12.4 A total of 18 young people aged 16/17 presented as homeless in the last 5 years. 2012/13 saw the highest number of presentations with 10 being made. Since 2012/13, numbers have significantly declined with only 1 presentation from this age group in both 2014/15 and 2015/16.

Table 9: Number of presentations by 16/17yr olds

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------|---------|---------|---------|---------|
| 4 | 10 | 2 | 1 | 1 |

Source: WLBC Homelessness Data

Table 10: Outcome of presentations from 16/17 yr. olds

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------|---------|---------|---------|---------|
| Eligible, unintentionally homeless & in priority need | 1 | 4 | 0 | 0 | 1 |
| Eligible, homeless, in priority need but homeless intentionally | 0 | 1 | 0 | 0 | 0 |
| Not homeless | 2 | 5 | 2 | 0 | 0 |
| Withdrew application | 1 | 0 | 0 | 1 | 0 |

Source: WLBC Homelessness Data

12.5 The decline in the number of presentations can be attributed to three factors:

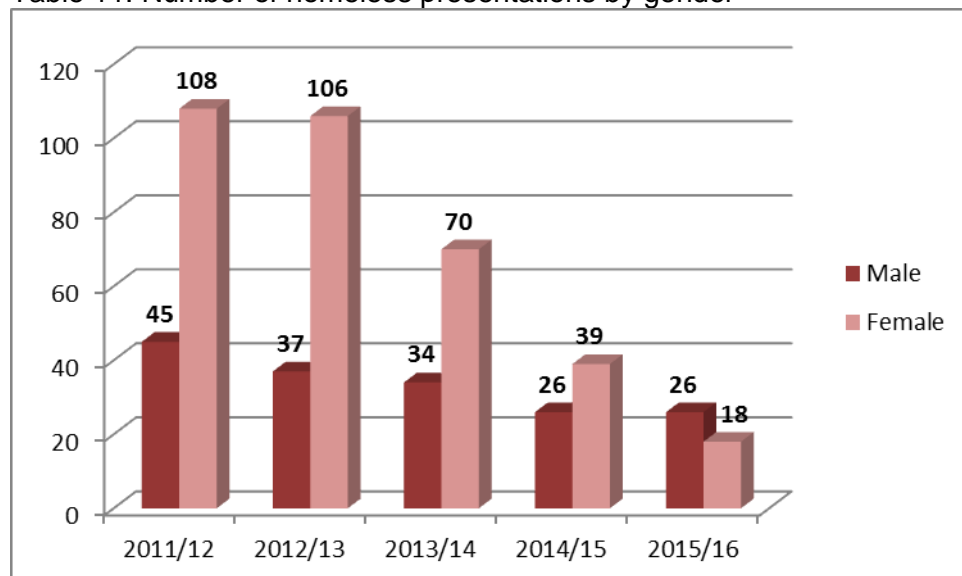
- the ruling of the House of Lords in R (G) v London Borough of Southwark 2009 which stated that the primary duty to house a homeless 16/17 year old rests with Children's Social Care. The duty cannot be avoided by helping the young person to get accommodation through homeless legislation
- the development of a 16/17 Homelessness Joint Protocol between the Lancashire housing authorities and Lancashire County Council (Children's Social Care)
- the Council's Housing Allocations Policy reducing the application age from 18 to 16

13.0 Homelessness Presentations & Gender

13.1 Of the 503 homeless presentations made, 341 (67%) were from females with 168 (33%) being from males. More females than males have presented as homeless in four out of the last five years.

13.2 West Lancashire has a population total of 110,685 with 53,840 being male and 56,845 being female. Based on those figures, 0.31% of the male population presented as homeless with 0.59% of the female population presenting.

Table 11: Number of homeless presentations by gender



Source: WLBC Homelessness Data

14.0 Homelessness Presentations & Household Group

14.1 As the highest number of presentations were made by females, it is not surprising that lone female parents have been the largest group presenting as homeless for the last 5 years. This has been a consistent trend since 2004.

Table 12: Homeless presentations by household group and gender

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------|---------|---------|---------|---------|
| Lone female parent | 63 | 60 | 41 | 23 | 23 |
| Couple with dependent children or pregnant | 15 | 16 | 8 | 5 | 4 |
| Single male | 31 | 27 | 28 | 20 | 13 |
| Other | 13 | 12 | 10 | 7 | 0 |
| Single female | 35 | 31 | 18 | 7 | 4 |
| Lone male parent | 5 | 3 | 2 | 3 | 3 |

Source: WLBC Homelessness Data

15.0 Homelessness & Ethnicity

15.1 West Lancashire Borough Council records the ethnicity of all homeless applicants for equal opportunities monitoring purposes. 94% (476) of all presentations were made by people classing themselves as white British.

Table 13: Number of presentations by ethnic origin

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|-----------------------------------|---------|---------|---------|---------|---------|-------|
| White British | 149 | 132 | 95 | 61 | 39 | 476 |
| White Irish | 1 | 1 | 1 | 1 | 1 | 5 |
| White: Any other white background | 0 | 2 | 5 | 3 | 0 | 10 |
| Mixed: White & Black Caribbean | 1 | 1 | 0 | 0 | 0 | 2 |
| Mixed: White & Black African | 0 | 0 | 0 | 0 | 0 | 0 |
| Mixed: White & Asian | 0 | 0 | 0 | 0 | 0 | 0 |
| Other mixed | 0 | 1 | 0 | 0 | 1 | 2 |
| Indian | 0 | 0 | 0 | 0 | 0 | 0 |
| Pakistani | 0 | 0 | 0 | 0 | 1 | 1 |
| Bangladeshi | 0 | 1 | 0 | 0 | 0 | 1 |
| Other Asian | 0 | 0 | 0 | 0 | 0 | 0 |
| Caribbean | 0 | 1 | 0 | 0 | 0 | 1 |
| African | 0 | 1 | 0 | 0 | 0 | 1 |
| Other black | 1 | 0 | 0 | 0 | 0 | 1 |
| Chinese | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1 | 3 | 1 | 0 | 1 | 6 |
| Not known | 0 | 0 | 1 | 0 | 1 | 2 |

Source: WLBC Homelessness Data

15.2 The 2011 Census recorded the population of West Lancashire as being 110,685. The following table shows the breakdown of the population by ethnic group.

Table 14: Percentage of presentations by population figures

| | Population Figure | % of homeless presentations |
|-----------------------------------|-------------------|-----------------------------|
| White British | 105,775 | 0.45 |
| White Irish | 584 | 0.85 |
| White: Any other white background | 2,236 | 0.44 |
| Mixed: White & Black Caribbean | 266 | 0.75 |
| Mixed: White & Black African | 140 | 0 |
| Mixed: White & Asian | 248 | 0 |
| Other mixed | 212 | 0.94 |
| Indian | 411 | 0 |
| Pakistani | 85 | 1.1 |
| Bangladeshi | 13 | 7.6 |
| Other Asian | 214 | 0 |
| Caribbean | 48 | 2.0 |
| African | 115 | 0.8 |
| Other black | 11 | 9.0 |
| Chinese | 190 | 0 |
| Other | 66 | 9.0 |

Source: Office for National Statistics 2011 Census

16.0 Foreign National Applications & UK Nationals from Abroad

16.1 The following table shows the number of homeless presentations broken down by the applicants' country of origin. The figures show that 98.4% of all homeless applications are made by UK nationals.

Table 15: Homeless applications by country of origin

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------|---------|---------|---------|---------|
| UK National (habitually resident) | 152 | 139 | 98 | 64 | 42 |
| UK national (returning to UK or arriving in the UK for the first time) | 0 | 0 | 1 | 0 | 0 |
| Czech Republic | 0 | 0 | 0 | 0 | 0 |
| Estonia | 0 | 0 | 0 | 0 | 0 |
| Hungary | 0 | 0 | 1 | 0 | 0 |
| Latvia | 1 | 1 | 1 | 0 | 0 |
| Lithuania | 0 | 0 | 0 | 0 | 0 |
| Poland | 0 | 0 | 2 | 0 | 0 |
| Slovakia | 0 | 0 | 0 | 0 | 0 |
| Slovenia | 0 | 0 | 0 | 0 | 0 |
| Bulgaria | 0 | 0 | 0 | 0 | 0 |
| Romania | 0 | 0 | 0 | 0 | 0 |
| Other EEA National | 0 | 1 | 1 | 1 | 0 |
| Non EEA National | 0 | 2 | 0 | 0 | 2 |

Source: Office for National Statistics 2011 Census

17.0 Primary Causes of Homelessness in West Lancashire

17.1 There are many reasons why a person can become homeless. The Council records all of the reasons given and reports these to Government on a quarterly basis.

17.2 Over the last five years, the main reasons given for homelessness have consistently been:

- end of assured shorthold tenancy
- domestic violence
- parental eviction
- non-violent relationship breakdown

Table 16: Main causes of homelessness 2011/12



Table 17: Main causes of homelessness 2012/13

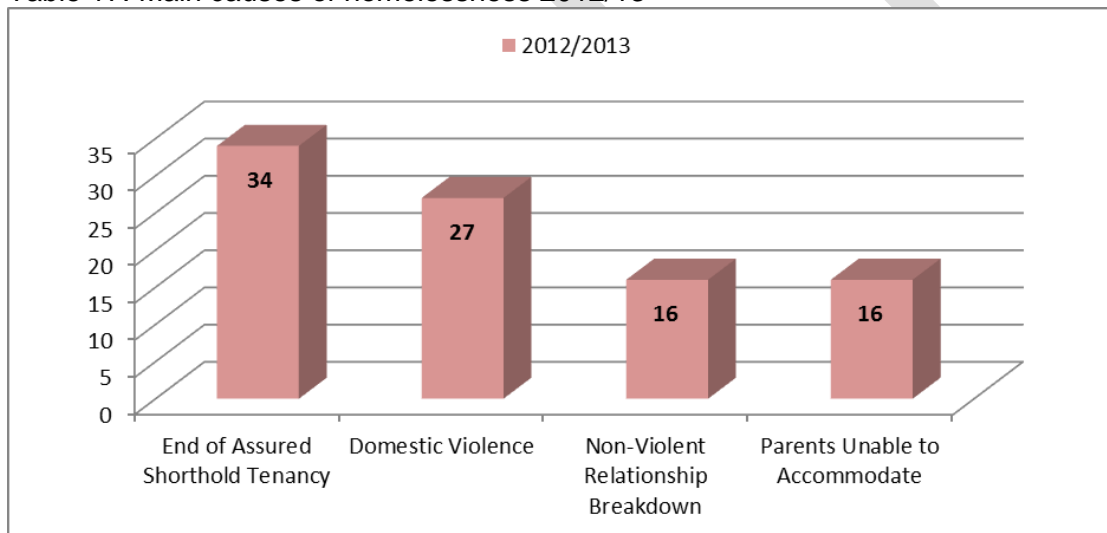


Table 18: Main causes of homelessness 2013/14

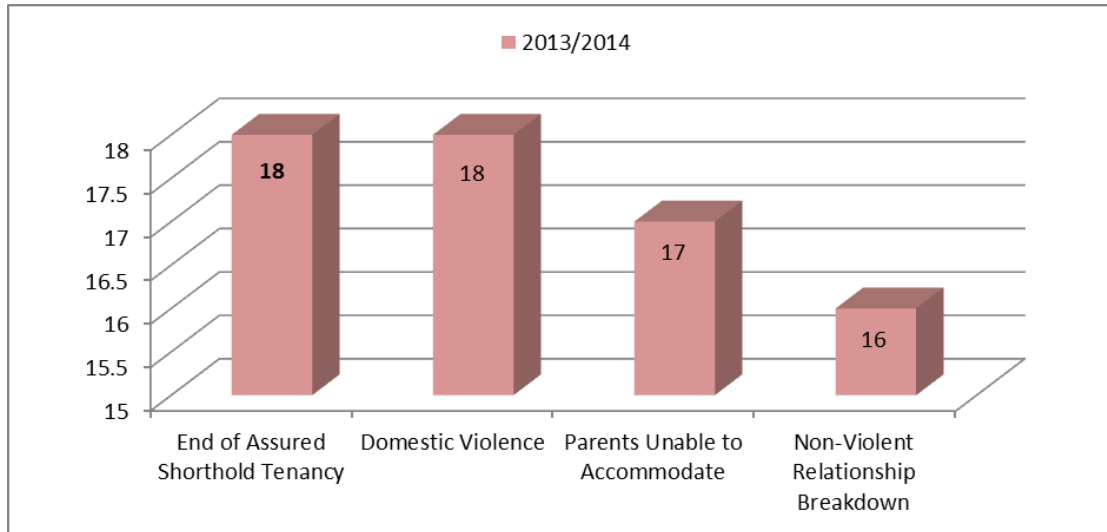


Table 19: Main causes of homelessness 2014/15

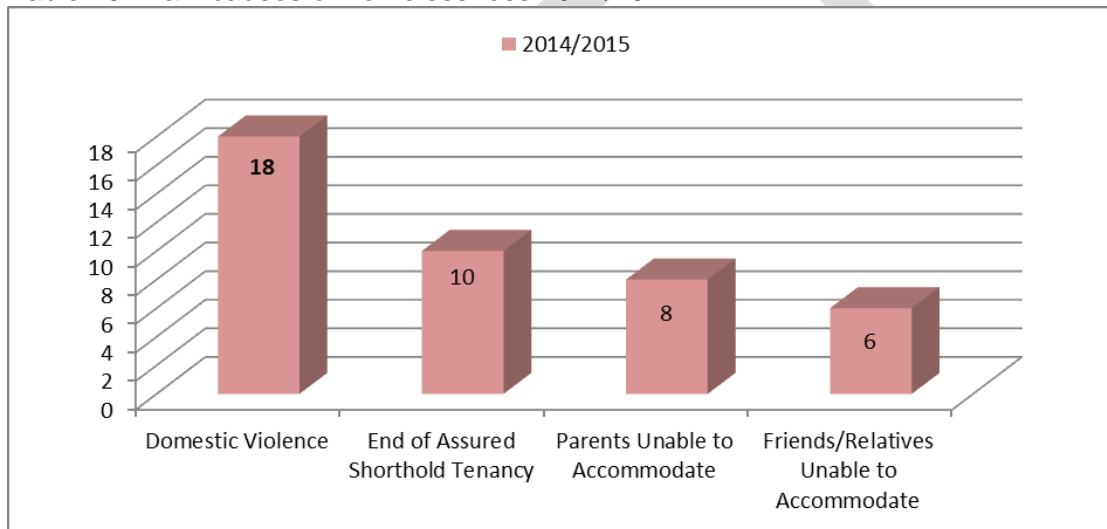
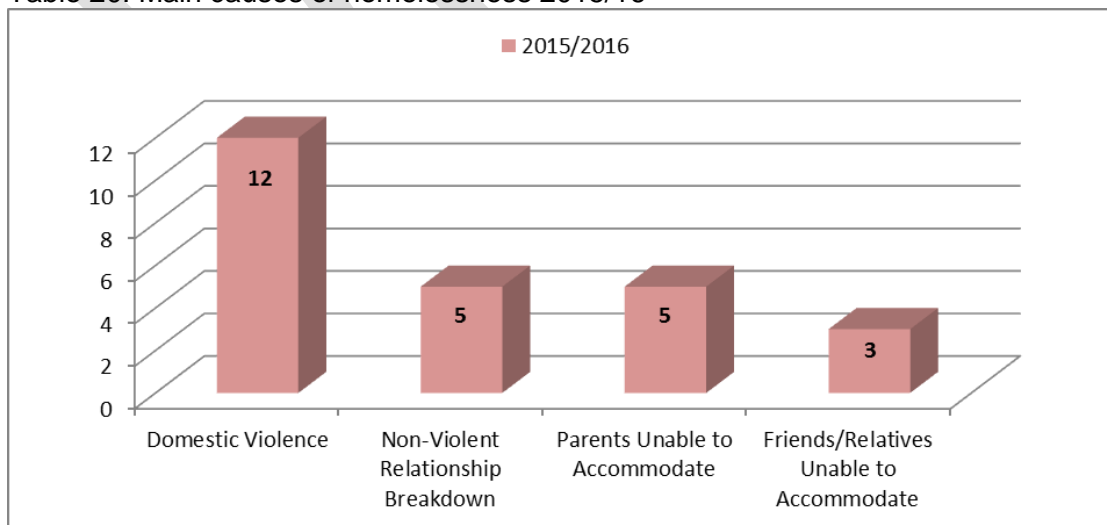


Table 20: Main causes of homelessness 2015/16



17.3 Table 20 shows all the recorded reasons given by applicants as the cause of their homelessness.

Table 21: Primary causes of homelessness

| | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--|-------|-------|-------|-------|-------|
| Parents unable/unwilling to accommodate | 30 | 16 | 17 | 8 | 5 |
| Other friends/relatives unwilling/unable to accommodate | 11 | 15 | 7 | 6 | 3 |
| Non-violent relationship breakdown with partner | 16 | 16 | 10 | 4 | 5 |
| Violent relationship breakdown involving partner | 21 | 27 | 18 | 18 | 12 |
| Violent breakdown of relationship involving associated persons | 4 | 5 | 2 | 0 | 0 |
| Racially motivated violence | 0 | 0 | 0 | 0 | 0 |
| Other forms of violence | 0 | 1 | 1 | 2 | 2 |
| Racially motivated harassment | 0 | 0 | 0 | 0 | 0 |
| Other forms of harassment | 0 | 0 | 1 | 1 | 0 |
| Mortgage arrears | 21 | 11 | 6 | 4 | 3 |
| Local authority rent arrears | 1 | 2 | 3 | 3 | 0 |
| Registered provider rent arrears | 0 | 3 | 0 | 2 | 1 |
| Private sector rent arrears | 7 | 3 | 8 | 2 | 2 |
| End of assured shorthold tenancy | 27 | 34 | 18 | 10 | 0 |
| Reasons other than end of assured shorthold tenancy | 0 | 1 | 2 | 0 | 0 |
| Termination of accommodation provided by the Home Office as asylum support | 0 | 0 | 0 | 0 | 0 |
| Left prison/remand | 1 | 1 | 2 | 0 | 1 |
| Left hospital | 1 | 0 | 1 | 1 | 1 |
| Left other institution or local authority care | 2 | 0 | 2 | 2 | 0 |
| Left HM forces | 1 | 0 | 0 | 0 | 0 |
| Other reason | 10 | 7 | 5 | 2 | 1 |

18.0 Homelessness & Priority Need in West Lancashire

18.1 The Council has a duty to provide temporary accommodation to all applicants who they believe may be homeless and in priority need. This duty remains until a final decision on their case has been made.

18.2 S.193 (2) and s.195 (2) of the Housing Act 1996 (as amended by the Homelessness Act 2002) and the Homelessness (Priority Need for Accommodation) (England) Order 2002 set out the priority need categories.

18.3 If an applicant falls into one of the following categories, they will automatically have a priority need:

- A pregnant women or a person with whom she resides or might reasonably be expected to reside
 - A person with whom dependent children reside or might reasonably be expected to reside
 - A person aged 16/17 who is not a 'relevant child' or a child in need to whom a local authority owes a duty under s.20 of the Children Act 1989
 - A person under 21 who was (but is no longer) looked after, accommodated or fostered between the ages of 16 & 18 (except a person who is a relevant student)
 - A person who is homeless or threatened with homelessness as a result of an emergency such as flood, fire or other disaster
- 18.4 If an applicant falls into one of the categories below, they will only have a priority need if they are considered to be 'vulnerable' and it is for the local authority to make that decision.
- A person aged 21 or more who is vulnerable as a result of having been looked after, accommodated or fostered (except a person who is a relevant student)
 - A person who is vulnerable as a result of old age, mental illness or handicap or physical disability or other special reason or with whom such a person resides or might reasonably be expected to reside
 - A person who is vulnerable as a result of having been a member of HM regular naval, military or air forces
 - A person who is vulnerable as a result of:
 - a) having served a custodial sentence
 - b) having been committed for contempt of court or any other kindred offence; or
 - c) having been remanded in custody
 - A person who is vulnerable as a result of ceasing to occupy accommodation because of violence from another person or threats of violence from another person which are likely to be carried out
 - A person who is vulnerable for any other special reason, or with whom such a person resides or might reasonably be expected to reside
- 18.5 The main reason for a person to be found to have a priority need is having dependent children. This has been the main reason each year since the first review in 2002.

Table 22: Reasons for Priority Need

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------|---------|---------|---------|---------|
| Dependent children | 48 | 50 | 25 | 18 | 17 |
| Pregnant (no other children) | 6 | 7 | 1 | 0 | 2 |
| Emergency (fire, flood, other disaster) | 0 | 0 | 0 | 0 | 0 |
| 16/17 | 1 | 4 | 0 | 0 | 1 |
| Formerly in care and aged 18-20 | 4 | 0 | 1 | 2 | 2 |
| Vulnerable due to old age | 1 | 2 | 4 | 1 | 0 |
| Vulnerable due to physical disability | 7 | 5 | 3 | 0 | 2 |
| Vulnerable due to mental illness/disability | 1 | | 1 | | 1 |
| Vulnerable due to drug dependency | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to alcohol dependency | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to being a former asylum seeker | 0 | 0 | 0 | 0 | 0 |
| Other | 1 | 0 | 0 | 0 | 0 |
| Vulnerable due to being in care | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to being in HM forces | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to being in custody/remand | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to fleeing violence/threats | 0 | 0 | 0 | 0 | 0 |
| Vulnerable due to domestic violence | 1 | 0 | 0 | 0 | 0 |

19.0 Rough Sleeping

19.1 Rough sleeping is not a significant problem within West Lancashire. The last official rough sleepers count was conducted in 2015. This count recorded one rough sleeper in the Borough.

20.0 Homelessness Temporary Accommodation

20.1 Where a person makes a homeless presentation to the Council and there is reason to believe that the person is homeless and may have a priority need for assistance, the Council is under a duty to provide temporary accommodation until a final decision is made on the case.

20.2 Government guidelines state that bed and breakfast accommodation should only be used in an emergency and families should not be placed in such accommodation for more than 6 weeks.

20.3 In West Lancashire, temporary accommodation for households that have presented as homeless to the Council is provided directly by the Council in the form of self-contained bedsits that are partly furnished. All of the accommodation is located in the Skelmersdale area. The Council has not had to place any homeless household in bed and breakfast accommodation in the last five years.

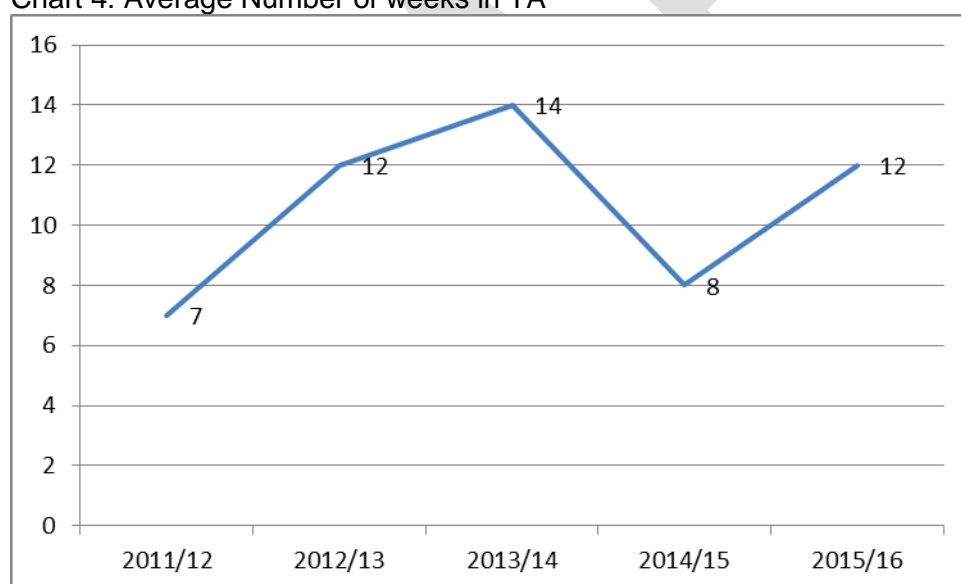
20.4 The following table shows the number of people placed in temporary accommodation by the Council between 2011 and 2016.

Table 23: Temporary accommodation placements

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|------------------------------|---------|---------|---------|---------|---------|
| WLBC Temporary Accommodation | 25 | 17 | 12 | 6 | 10 |

20.5 The following chart shows the average number of weeks a person was provided with Council owned temporary accommodation.

Chart 4: Average Number of weeks in TA



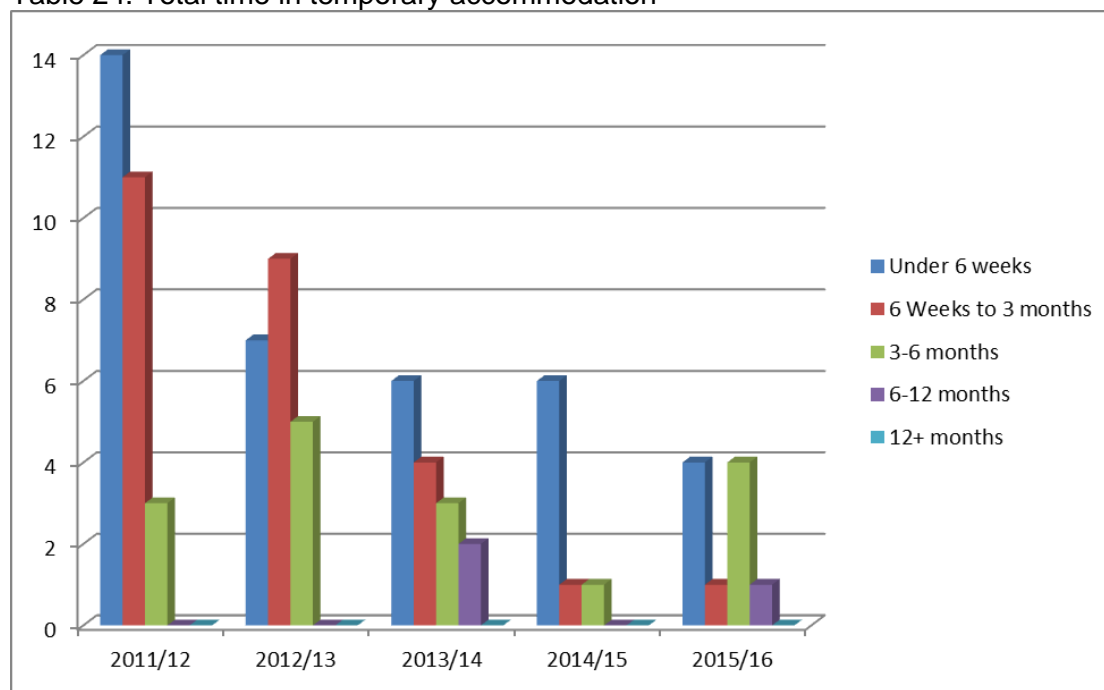
Source: WLBC Homelessness Data

20.6 The average length of stay in temporary accommodation provided by the Council peaked in 2013/14 before declining in 2014/15. Figures for 2015/16 show the average length of stay to be on the increase again.

20.7 The increase in the average length of stay in temporary accommodation can be linked to the introduction of West Lancashire HomeFinder, the Council's Choice Based Allocations Service.

20.8 To ensure that households who have been accepted as being unintentionally homeless and in priority need are able to exercise choice, they are able to bid for accommodation for a period of 8 weeks before bids are placed on their behalf in order to bring the homeless duty to an end.

Table 24: Total time in temporary accommodation



| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------------------|----------|---------|---------|---------|---------|
| Under 6 weeks | 14 (56%) | 7 (41%) | 6 (50%) | 4 (66%) | 4 (40%) |
| 6 Weeks to 3 months | 11 (44%) | 9 (52%) | 4 (33%) | 1 (16%) | 1 (10%) |
| 3-6 months | 3 (12%) | 5 (29%) | 3 (25%) | 1 (16%) | 4 (40%) |
| 6-12 months | 0 | 0 | 2 (16%) | 0 | 1 (10%) |
| 12+ months | 0 | 0 | 0 | 0 | 0 |

20.9 In each of the last five years, the majority of households have spent less than 6 weeks in temporary accommodation, the exception being 2013/13 where the majority of households spent between 6 weeks and 3 months in temporary accommodation.

20.10 Data provided by the Liberty Centre shows that demand for their accommodation services also remains high.

Table 25: Households accommodated directly by the Liberty Centre

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------|---------|---------|---------|---------|
| 63 | 68 | 46 | 50 | 50 |

Source: Liberty Centre

20.11 Of those households offered accommodation, the average length of stay was 6-12 months.

21.0 Children & Temporary Accommodation

21.1 The Council records the number of children in households that are provided with temporary accommodation. Between April 2011 and March 2016, 56 children were placed in temporary accommodation.

Table 26: No. of children placed in TA by quarter

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--------------------|-----------|----------|-----------|----------|----------|
| April - June | 3 | 0 | 8 | 2 | 1 |
| July - September | 4 | 0 | 2 | 0 | 0 |
| October - December | 11 | 6 | 4 | 0 | 0 |
| January - March | 8 | 2 | 2 | 0 | 3 |
| Total | 26 | 8 | 16 | 2 | 4 |

21.2 In contrast, the Liberty Centre places significantly more children in its accommodation.

Table 27: No. of children placed in the Liberty Centre

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------|---------|---------|---------|---------|
| 67 | 76 | 52 | 60 | 56 |

Source: Liberty Centre

22.0 Homelessness Prevention & Relief

22.1 Under the Homelessness Act 2002, the Council must provide homelessness prevention advice to anyone in the Borough.

22.2 **Homelessness prevention** involves providing people with the means to address their housing and other needs to avoid homelessness. This is done by either assisting them into alternative accommodation or enabling them to remain in their existing home.

22.3 **Homelessness relief** occurs when it has not been possible to prevent the homelessness but the person has been helped to secure accommodation, even though the Council is under no statutory obligation to do so.

Table 28: No. of cases prevented/relieved

| | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-----------|-------|-------|-------|-------|-------|
| Prevented | 36 | 21 | 21 | 25 | 29 |
| Relieved | 7 | 3 | 7 | 5 | 0 |

22.4 The main way homelessness was prevented was by the installation of security measures for victims of domestic violence through the Council's Sanctuary Scheme.

Table 29: Homeless Prevention Tools

| | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--|-------|-------|-------|-------|-------|
| Conciliation | 2 | 0 | 0 | 0 | 0 |
| Sanctuary Scheme | 29 | 18 | 15 | 18 | 25 |
| Social housing offer of Council or RSL tenancy | 4 | 1 | 5 | 3 | 4 |
| Mortgage Rescue | 1 | 1 | 0 | 0 | 0 |
| Other | 0 | 0 | 1 | 1 | 0 |
| Rent Deposit Guarantee | 0 | 0 | 0 | 1 | 0 |
| Debt advice | 0 | 0 | 0 | 1 | 0 |

22.5 Homelessness was relieved by the following means:

Table 30: Homelessness relief tools

| | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--|-------|-------|-------|-------|-------|
| Conciliation | 0 | 0 | 0 | 0 | 0 |
| Sanctuary Scheme | 0 | 0 | 0 | 0 | 0 |
| Social housing offer of Council or RSL tenancy | 6 | 2 | 7 | 4 | 0 |
| Mortgage Rescue | 0 | 0 | 0 | 0 | 0 |
| Other | 1 | 0 | 0 | 0 | 0 |
| Rent Deposit Guarantee | 0 | 0 | 0 | 1 | 0 |
| Debt advice | 0 | 0 | 0 | 0 | 0 |
| Social Housing Negotiation | 0 | 1 | 0 | 0 | 0 |
| Accommodation with friends/relatives | 0 | 0 | 0 | 1 | 0 |

23.0 Homelessness & Private Sector Accommodation

23.1 West Lancashire Borough Council's Rent Deposit Guarantee Scheme helps those who are homeless to access private rented accommodation if they are unable to provide a cash deposit.

23.2 The Council will provide security for the deposit in the form of an agreement between the Council and the landlord. The agreement can be in place for a maximum of 12 months. The tenant must use the guarantee period to save enough money to pay for future deposits.

23.3 A claim against the guarantee can be made if the landlord suffers loss or damage to their property during the period of the guarantee or at the end of the fixed term tenancy.

24.0 Housing Advice

24.1 In addition to assessing homeless presentations, the Council also offers housing advice to anyone resident within the Borough. Data collected over the last five years shows that the main reasons for people seeking housing advice have consistently been due to relationship breakdown (violent & non-violent), parental eviction and security of tenure.

24.2 It is important to note that many of the housing advice enquiries are made by telephone making recording data more difficult as many people do not wish to disclose much personal information at that time.

Table 31: Housing Advice Enquiries by Category

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------------------------|---------|---------|---------|---------|---------|
| Mortgage Arrears | 13.8% | 0% | 0% | 0% | 0% |
| Rent Arrears | 3.4% | 0% | 0% | 5.9% | 0% |
| Disrepair | 0% | 0% | 10.0% | 0% | 0% |
| Relationship Breakdown | 13.8% | 16.7% | 50.0% | 11.8% | 50.0% |
| Notice to Quit | 3.4% | 33.3% | 10.0% | 29.4% | 0% |
| Repossession | 3.4% | 0% | 0% | 0% | 0% |
| Security of Tenure | 3.4% | 33.3% | 0% | 17.6% | 30.0% |
| Seeking Accommodation | 20.7% | 0% | 60.0% | 58.8% | 80.0% |
| Fleeing Violence | 51.7% | 50.0% | 0% | 0% | 0% |
| Parental Eviction | 6.9% | 0% | 20.0% | 11.8% | 30.0% |
| Harassment/Eviction | 0% | 0% | 0% | 5.9% | 0% |
| Homefinder | 0% | 0% | 0% | 11.8% | 0% |
| Friends/relative eviction | 0% | 0% | 0% | 11.8% | 0% |

24.3 More females than men contacted the Council for housing advice, of those, the number of single females and lone female parents were virtually equal.

Table 32: Housing Advice Enquiries by Gender

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|--------|---------|---------|---------|---------|---------|-------|
| Male | 8 | 1 | 3 | 5 | 4 | 21 |
| Female | 21 | 5 | 7 | 12 | 6 | 51 |

Table 33: Housing Advice Enquiries by Household Type

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|--------------------------|---------|---------|---------|---------|---------|-------|
| Couple + dependents | 2 | 1 | 0 | 0 | 1 | 4 |
| Lone Female | 0 | 0 | 2 | 8 | 4 | 14 |
| Lone Female + dependents | 2 | 0 | 4 | 3 | 4 | 13 |
| Lone Male | 0 | 0 | 1 | 5 | 2 | 8 |
| Lone Male + dependents | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2 | 0 | 0 | 1 | 0 | 3 |

25.0 Future Levels of Homelessness in West Lancashire

25.1 The consistent decline in the number of households presenting as homeless is an indication that future demand will continue to be low, however, further planned changes to welfare benefits and the potential closure of local services due to cuts in Supporting People funding may lead to an increase in these numbers.

26.0 Conclusions and Action Plan

26.1 Homelessness in West Lancashire has been in decline since 2011 and whilst this is a welcome trend, it is important that we build on this to ensure that this trend continues.

26.2 The review highlights that although the number of homeless presentations is in decline, more of the people that do present, are accepted as being owed the full re-housing duty. It is therefore important that we continue to work with providers of both social and private rented housing to ensure sufficient accommodation is available in the Borough.

26.3 With the highest number of homeless presentations being made by lone female parents aged 25-44, it is important to understand why this group are more likely to be threatened with or become homeless so that we can find ways to address those issues.

26.4 In looking at the main causes of homelessness, it is clear that the main cause of homelessness in the Borough has consistently been the ending of assured shorthold tenancies. We must work with local landlords to identify the reasons why they are bringing tenancies to an end in order to be able to offer workable solutions.

26.5 The number of cases where homelessness is prevented is on the increase, therefore it is important that we build on this and develop a homelessness prevention toolkit that encompasses the legislative changes that are likely to be implemented in 2017/18.

26.6 The key objectives of the strategy have been outlined as:

Objective 1: Enhance the depth and range of housing advice services to meet current and future challenges

Objective 2: Enhance the housing offer available to all homeless applicants in the Borough

Objective 3: Improving health and wellbeing

26.7 Delivery of the objectives will be achieved through the actions presented in the Action Plan. Given the context of rapid change, the action plan will be reviewed every year to ensure that the tasks remain relevant and are revised where appropriate. The action plan will identify who is responsible for the completion of specific tasks and appropriate timescales.

ACTION PLAN

OBJECTIVE 1: ENHANCE THE DEPTH AND RANGE OF HOUSING ADVICE SERVICES TO MEET CURRENT AND FUTURE CHALLENGES

| ACTION: | TASKS: | RESPONSIBLE OFFICER: | TIMESCALE: |
|---|--|---|-------------------|
| Review the homelessness prevention measures offered | Develop a homelessness prevention toolkit | Homelessness & Private Sector Housing Manager | September 2017 |
| Develop a housing advice offer to non-priority applicants | Research good practice and develop an offer tailored to the local housing market | Homelessness & Private Sector Housing Manager | September 2017 |
| Improve the recording of prevention work to ensure reliable data is available | Produce a housing advice form to be used by officers to record client data and the outcome of any prevention work | Homelessness Advice & Prevention Officer | December 2017 |
| | Update the homelessness database to ensure all prevention measures can be recorded | Homelessness & Private Sector Housing Manager | December 2017 |
| Examine the reason for homelessness given by lone female parents aged 25-44 | Extract the reason given for homelessness for all cases within this group over the last 5 years and identify any common themes | Homelessness Advice & Prevention Officer | September 2017 |
| | Develop an advice offer in response to the issues identified | Homelessness & Private Sector Housing Manager | February 2018 |

| | | | |
|--|--|---|---------------|
| Establish a homelessness prevention fund | Seek member approval for a homelessness prevention fund | Homelessness & Private Sector Housing Manager | January 2018 |
| Review all advice and information provided to applicants | Ensure all homelessness advice and decision letters contain all the required information | Homelessness Advice & Prevention Officer | February 2018 |
| Review homelessness pages on the Council's web site | Ensure all advice and prevention options are shown on the relevant web pages | Homelessness Advice & Prevention Officer | March 2018 |

DRAFT

OBJECTIVE 2: ENHANCE THE HOUSING OFFER AVAILABLE TO ALL HOMELESS APPLICANTS IN THE BOROUGH

| ACTION: | TASKS: | RESPONSIBLE OFFICER: | TIMESCALE: |
|---|--|--|----------------------------------|
| Develop a policy and procedure for discharging duty into the private rented sector | Develop a policy for discharging the main homeless duty into suitable private sector accommodation | Homelessness & Private Sector Housing Manager | April 2018 |
| Work with private landlords to promote the private rented sector as a viable housing option | Establish a private landlord working group to establish the barriers in offering tenancies to homeless households and to find ways to reduce the number of evictions from private rented accommodation | Homelessness & Private Sector Housing Officer | September 2018 |
| Work with private landlords to reduce the number of s.21 notices served | Encourage landlords to seek advice before serving a s.21 notice Work with landlords to find ways of resolving issues to prevent the tenant losing their home | Homelessness Advice & Prevention Officer Homelessness Advice & Prevention Officer | September 2019 September 2019 |
| Review the Rent Deposit Guarantee Scheme | Work with private landlords to improve their acceptance of the scheme | Homelessness & Private Sector Housing Officer | September 2018 |
| Assess the future need for temporary accommodation | Review the current and future demand for temporary accommodation in light of the proposals contained in the Homelessness Reduction Bill | Homelessness & Private Sector Housing Manager | December 2017 |

OBJECTIVE 3: IMPROVING HEALTH AND WELLBEING

| ACTION: | TASKS: | RESPONSIBLE OFFICER: | TIMESCALE: |
|---|--|---|-------------------|
| Implement a hospital discharge policy/procedure | Work with partners in the health and voluntary sector to ensure there is a clear process in place for homeless people discharged from hospital | Homelessness & Private Sector Housing Manager | February 2019 |
| Develop a customer satisfaction survey to influence future service delivery | Create a customer satisfaction survey to gather the views of all clients who have accessed the service | Homelessness Advice & Prevention Officer | January 2019 |

Equality Impact Assessment Form



| | |
|--|--|
| Directorate: Leisure & Wellbeing | Service: Homelessness Advice & Prevention |
| Completed by: Laura Lea | Date: 28 November 2016 |
| Subject Title: Homelessness Strategy 2017-2022 | |
| 1. DESCRIPTION | |
| Is a policy or strategy being produced or revised: | <i>*delete as appropriate</i> |
| | Yes |
| Is a service being designed, redesigned or cutback: | No |
| Is a commissioning plan or contract specification being developed: | No |
| Is a budget being set or funding allocated: | No |
| Is a programme or project being planned: | No |
| Are recommendations being presented to senior managers and/or Councillors: | Yes |
| Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations): | Yes |
| Details of the matter under consideration: | Homelessness Strategy 2017-2022 |
| <p><i>If you answered Yes to any of the above go straight to Section 3</i></p> <p><i>If you answered No to all the above please complete Section 2</i></p> | |
| 2. RELEVANCE | |
| Does the work being carried out impact on service users, staff or Councillors (stakeholders): | <i>*delete as appropriate</i> |
| | Yes/No* |
| If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i> | |
| If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i> | |
| 3. EVIDENCE COLLECTION | |
| Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)? | Borough residents who are homeless or threatened with homelessness |
| 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)? | Lone female parents aged 25-44 |

| | |
|--|---|
| Which of the protected characteristics are most relevant to the work being carried out? Age Gender Disability Race and Culture Sexual Orientation Religion or Belief Gender Reassignment Marriage and Civil Partnership Pregnancy and Maternity | <i>*delete as appropriate</i> No Yes Yes No No No No No No Yes |
| 4. DATA ANALYSIS | |
| In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why? | Majority of homeless presentations are currently made by lone female parents aged 25-44 |
| What will the impact of the work being carried out be on usage/the stakeholders? | Improvement in service provision specifically around preventing homelessness |
| 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? | Clients are generally pleased with the service |
| 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? | The data used was from the Council's own recording system with additional data provided by the Liberty Centre |
| If any further data/consultation is needed and is to be gathered, please specify: | N/A |
| 5. IMPACT OF DECISIONS | |
| In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)? | The changes aim to reduce the number of lone female parents requiring temporary accommodation which can have a detrimental impact on children |
| 6. CONSIDERING THE IMPACT | |
| If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.). | N/A |
| What actions do you plan to take to address any other issues above? | No actions <i>If no actions are planned state no actions</i> |
| 7. MONITORING AND REVIEWING | |
| When will this assessment be reviewed and who will review it? | March 2018 by Laura Lea |



CABINET: 14 March 2017

**Report of: Director of Leisure and Wellbeing
Director of Development and Regeneration**

Relevant Portfolio Holders: Councillor Y. Gagen/Councillor J. Hodson

**Contact for further information: Mr S. Kent (Extn. 5169)
(E-mail: Stephen.kent@westlancs.gov.uk)**

SUBJECT: USE OF SECTION 106 MONIES IN BURSCOUGH

Wards affected: Burscough wards

1.0 PURPOSE OF THE REPORT

- 1.1 To consider a proposal regarding the use of section 106 monies received by the Council from housing developers, for the enhancement of public open space and recreation provision in Burscough.

2.0 RECOMMENDATION

- 2.1 That the use of £21,292 of S106 monies to help fund the proposed project to create a new public picnic area and improve public access from the Leeds and Liverpool Canal at Burscough Cricket Club be approved.
-

3.0 BACKGROUND

- 3.1 Members will recall that under policy EN3 of the West Lancashire Local Plan 2012-2027, developers must provide open space facilities as part of housing developments. Where developments are less than 20 dwellings or on sites where it is not reasonable to expect a development to provide on-site facilities, and where there is a deficiency of open space, the Council can require a commuted sum for the provision of new or the enhancement of existing areas of public open space within its area.
- 3.2 In accordance with the decision of the Planning Committee on January 10th 2002 the views of the relevant Parish Council/ward councillors are sought in respect of the potential use of this money.

- 3.3 In February 2011 an Officer S106 Agreements – Public Open Space working group was established to co-ordinate the receipt of S106 commuted sums and report to Cabinet on the use of S106 funding. A function of this group is to establish levels of uncommitted S106 funds across all wards and liaise with ward councillors and Parish Councils as to how this funding could be best utilised in line with the requirements of the S106 agreements.

4.0 CURRENT POSITION

- 4.1 The funding from a particular development can only be used in accordance with the terms of the related Section 106 agreement. The Council currently has received monies from one S106 agreement in Burscough East ward (£64,799 from land at 10 Ivy Close) all of which is still unallocated. Following consultation with ward councillors and Burscough Parish Council there is one new proposal put forward by a ward councillor for Burscough East, on behalf of Burscough Cricket Club for consideration for existing Section 106 funding in Burscough east ward.

5.0 PROPOSALS

- 5.1 Burscough Cricket Club has proposed the development of a new area of public recreational space on its current site with enhanced public access via a new footpath that will link the Leeds and Liverpool Canal and School Lane in Burscough, through the cricket clubs ground.(see appendix 1 – Burscough Cricket Club S106 Project)
- 5.2 The proposed new recreational space will be a picnic area created from an area of rough ground and a pond that is located on the club grounds alongside the canal towpath. Part of the pond will be infilled to extend the land available and picnic seating and facilities will be installed.
- 5.3 A full ecological survey of the proposal has been undertaken, particularly due to the impact on the pond. The report concluded that the proposed works would have an impact on the nature conservation of the site, but if mitigation measures outlined in the report (including only partially infilling the pond) were adhered to the site would be enhanced from its present status for both its amenity and ecological value. The club have given an undertaking to comply with all the recommendations in the report.
- 5.4 The site will be managed by the club and will create an additional facility for visitors to the canal. It will also be accessible from a new footpath being created through the club ground from School Lane which will not only create access to the picnic area but will also create a good link between the canal, School Lane , and the wider footpath network. This fenced off path will be permanently accessible through a permissive agreement with the club, who will also manage the route.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

6.1 Providing this facility would improve accessibility to green space in Burscough, would complement proposed future improvements to the canal towpath, and will help to provide opportunities for healthy outdoor recreation. This would further the Council's aims for improvements to the health and wellbeing of its communities.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 The bid from Burscough Cricket Club is for £21,292 from S106 funds as a contribution towards the overall project costs of £78,000. All other costs for creation of the picnic area, ecological and landscaping works will be covered by the club.

7.3 Future maintenance of the site will be undertaken by the club.

8.0 RISK ASSESSMENT

8.1 Open access to this new facility by the public is a crucial factor in the success of this project. Allocation of the funds to the club will be conditional upon the club confirming their undertaking to allow this open access as an additional condition within the usual S106 agreement issued to recipients. The Club has indicated that they would be happy to agree to this additional condition.

Background Documents

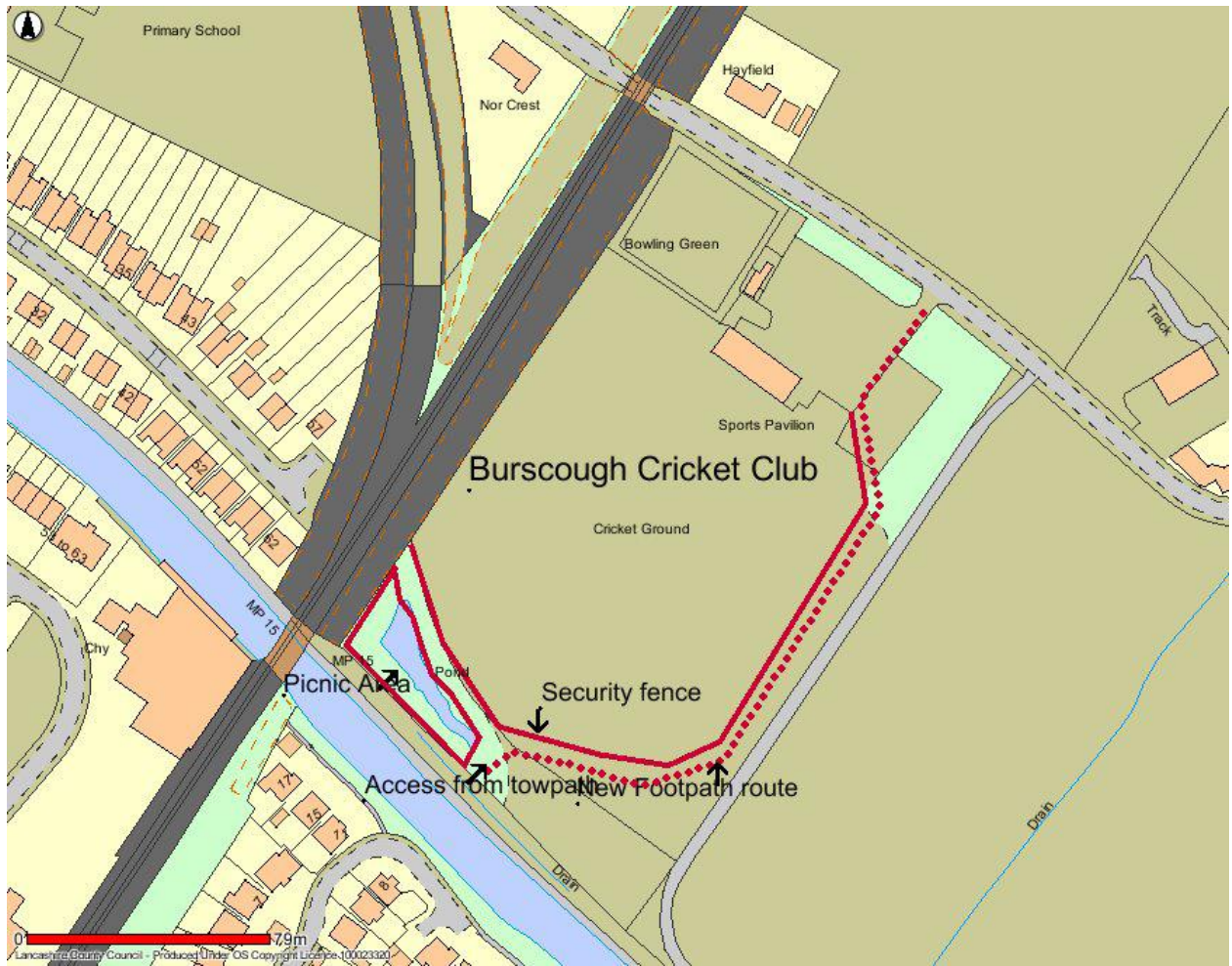
There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

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 – Burscough Cricket Club Open Space Project



Appendix 2 – Equality Impact Assessment

| <h1>Equality Impact Assessment Form</h1> | |
|--|--|
| Directorate: Leisure and Wellbeing | Service: Leisure, Cultural & Arts |
| Completed by: Stephen Kent | Date: 27/1/2017 |
| Subject Title: Use of S106 monies in Burscough | |
| 1. DESCRIPTION | |
| Is a policy or strategy being produced or revised: | <i>*delete as appropriate</i> |
| | No |
| Is a service being designed, redesigned or cutback: | No |
| Is a commissioning plan or contract specification being developed: | No |
| Is a budget being set or funding allocated: | Yes |
| Is a programme or project being planned: | Yes |
| Are recommendations being presented to senior managers and/or Councillors: | Yes |
| Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty (Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations): | No |
| Details of the matter under consideration: | |
| <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): | |
| If Yes , provide details of how this impacts on service users, staff or Councillors (stakeholders): <i>If you answered Yes go to Section 3</i> | |
| If you answered No to both Sections 1 and 2 provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i> | |
| 3. EVIDENCE COLLECTION | |
| Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)? | Burscough residents and canal visitors |
| If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)? | See above |



| | |
|---|---|
| | |
| Which of the protected characteristics are most relevant to the work being carried out? | <i>*delete as appropriate</i> |
| Age | Yes |
| Gender | No |
| Disability | Yes |
| Race and Culture | No |
| Sexual Orientation | No |
| Religion or Belief | No |
| Gender Reassignment | No |
| Marriage and Civil Partnership | No |
| Pregnancy and Maternity | No |
| 4. DATA ANALYSIS | |
| In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why? | Site is currently not being used due to accessibility and overgrowth problems |
| What will the impact of the work being carried out be on usage/the stakeholders? | Works will provide public access to a new open space facility, and create better footpath network links, for local residents and visitors |
| 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? | Unauthorised accessibility to Burscough Cricket ground has been an issue raised by the club, Parish Council, and ward councillors. This scheme would help to resolve some of these issues by providing accessible space |
| 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? | Impact will be assessed by monitoring once works have been undertaken, and liaison between ward councillors, Parish Council and the club |
| If any further data/consultation is needed and is to be gathered, please specify: | Future monitoring through liaison with the above |
| 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)? | New facility will allow access for wheelchair users from the canal towpath, and increase family access including the elderly |
| 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.). | Monitoring use will establish any negative issues and deal with them accordingly through the club |
| What actions do you plan to take to address any other issues above? | On-going liaison <i>If no actions are planned state no actions</i> |
| 7. MONITORING AND REVIEWING | |
| When will this assessment be reviewed and who will review it? | January 2018. Reviewing officer – Stephen Kent |

CABINET: 14 March 2017



Report of: Borough Treasurer

Relevant Portfolio Holder: Councillor C. Wynn

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

SUBJECT: RISK MANAGEMENT

Borough Wide Interest

1.0 PURPOSE OF THE REPORT

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

2.0 RECOMMENDATIONS

2.1 That the progress made in relation to the management of the risks shown in the Key Risks Register (Appendix A) be noted and endorsed.

2.2 The updated Risk Management Policy at Appendix B be approved.

3.0 BACKGROUND

3.1 Risk management is not about being 'risk averse' – it is about being 'risk aware'. Risk is ever present and some amount of risk taking is inevitable if the Council is to achieve its objectives. Risk Management is about effectively managing risks that could affect the Council and the community. It is also about making the most of opportunities and achieving objectives. By being 'risk aware' the Council is in a better position to avoid threats and take advantage of opportunities.

3.2 It is a best practice requirement that the Risk Management Policy and the Key Risks Register are reviewed and reported to Members on a regular basis. Consequently it is our standard practice to report on Key Risk Register issues to Cabinet every 6 months. At its meeting in January 2017 the Audit and Governance Committee considered a report on the effectiveness of the Risk

Management framework and endorsed an updated version of the Risk Management Policy.

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

4.0 KEY RISK REGISTER

- 4.1 The Key Risk Register attached (Appendix A) shows the current Key Risks and the measures in place to manage those risks. The regular reporting of the Register provides Members with an opportunity to scrutinize key risks and provides assurance that these risks are being effectively controlled.
- 4.2 There are two main changes in the register since the last version was produced. Firstly the risk associated with the TEEP - Waste Framework Directive, which requires waste collection authorities to collect recyclable material separately has now been removed. A TEEP document confirming that we comply with the legislation has now been completed. Secondly a new key risk has been introduced in relation to the procurement of new leisure provision, which was the subject of a report to Cabinet in January 2017.
- 4.3 There are no risks that have been assessed in the “very concerned” category that would require urgent action at the highest level to reduce the risk to an acceptable position. There are a number of risks that have been assessed in the concerned category, but in each case these have been either the subject of recent Committee reports or have been considered through the budget process.

5.0 CHANGES TO THE RISK MANAGEMENT POLICY

- 5.1 The Risk Management Policy has been reviewed by Officers to ensure that it reflects best practice, new developments and organisational change. This review has identified a small number of changes that need to be made such as to reflect the change in the Council’s organisational structure that took place in 2016.
- 5.2 A tracked changes version of the updated Policy is included in Appendix B, which has already been endorsed by the Audit and Governance Committee. Members are asked to approve these amendments.

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

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

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

8.0 RISK ASSESSMENT

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

Background Documents

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

Appendices

Appendix A – Key Risks Register

Appendix B – Amended Risk Management Policy

Equality Impact Assessment

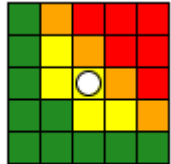
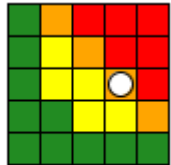
The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

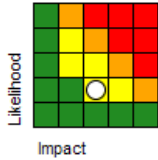
Appendix A Key Risk Register

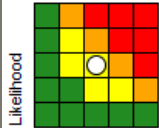



| Service Area | Title | Potential Effect | Internal Controls | Responsible Officer | Latest Note | Current Risk Matrix | Current Risk Assessment and Score |
|-----------------------|---|--|--|---------------------|---|---------------------|-----------------------------------|
| Finance & HR Services | Potential Treasury Management Investment Losses | Volatility in financial markets can create risks on investments, which means there is the potential that significant sums of money could be lost. | There is a treasury management policy and strategy in place. Well trained staff make investments with the guidance of brokers and treasury advisors. Investments can only be made in top rated UK based institutions or other local Authorities. | Borough Treasurer | Operational arrangements continue to be monitored in light of current market conditions. A report on the Treasury Management framework was presented to Audit and Governance in January 2017. | | 5 Content |
| Finance & HR Services | Achieving a balanced General Revenue Account budget position. | Ongoing reductions in Government funding and other external income will need to be addressed to meet the statutory requirement to set a balanced budget. | The medium term financial forecasting process and Policy Options framework will set out how this financial challenge will be met. | Borough Treasurer | The Council agreed a balanced budget for 2017/18 at its meeting in February 2017. A policy option report on balancing the budget for 2018/19 will be presented to the July 2017 Council meeting. | | 10 Concerned |

| | | | | | | | |
|-------------------------------------|--|---|--|---|---|---------------------------------|-----------|
| Leisure & Wellbeing Services | Business Continuity - Potential for disruption | Lack of Business Continuity planning could have a severe impact on service provision across critical Service Areas. | Key Service areas have been identified and individual plans put in place. These plans are tested on a regular basis and updated accordingly. | Director of Leisure & Wellbeing | A review is underway and is scheduled for completion before the end of March. The review will take the form of a test and then an update, based on the findings of the test and the audit from last year. | <p>Likelihood</p> <p>Impact</p> | 3 Content |
| Development & Regeneration Services | Land Auction | Potential loss of Capital Receipt if sales not secured within Government timescales | Regular meetings with HCA to maintain progress | Director of Development & Regeneration Services | Sale of Whalleys 4 site nearing completion. Planning application made July 16. Series of options for the disposal of the remainder of the sites being considered by HCA Board. | <p>Likelihood</p> <p>Impact</p> | 8 Uneasy |
| Housing & Inclusion Services | Balancing the HRA Budget | Government policy on rent reductions, sale of higher value Council houses and the pay to stay initiative may cause a significant fall in income to the HRA which will result in a reduced capital programme, together with possible reduced services. | The HRA Business Planning process and Policy Options framework will set out how this financial challenge will be met. | Director of Housing & Inclusion Services | The Council agreed a balanced budget for 2017/18 at its meeting in February 2017. A policy option report on balancing the budget for 2018/19 will be presented to the July 2017 Council meeting. | <p>Likelihood</p> <p>Impact</p> | 8 Uneasy |

| | | | | | | | |
|---|--|---|--|--|--|---|---------------------|
| <p>Development & Regeneration Services & Housing & Inclusion Services</p> | <p>Delivery of the Housing Strategy</p> | <p>The Housing Strategy 2014 -2019 – is intended to deliver a series of plans across a range of housing including private sector housing, public sector housing and development and regeneration.</p> | <p>Regular monitoring will occur via the Service Action Plan (SAP) monitoring process. Each action contained in the Housing Strategy Action Plan will have its own delivery risks, however the current and target risk rating is based upon an overall consideration of risk across all the intended delivery actions that are shown in the Housing SAP.</p> | <p>Director of Development & Regeneration Services & Director of Housing & Inclusion Services</p> | <p>The current risk level remains the same. However, Government policy in relation to affordable housing has changed in the last Autumn Statement from a position of focusing upon the provision of home ownership products only, such as shared ownership to now re-introducing an element of HCA grant funding to also develop rental units.</p> | <p>Likelihood</p>  <p>Impact</p> | <p>9 Uneasy</p> |
| <p>Page 2165 Street Scene Services</p> | <p>Expiry of the current Lancashire Waste Partnership Agreement in March 2018.</p> | <p>There is expected to be an income loss of up to £950,000 per year from April 2018 which will have a significant impact on the GRA budget position.</p> | <p>Discussions are taking place between District Councils and the County Council on the new arrangements that will be put in place once the current agreement comes to an end.</p> | <p>Director of Street Scene Services</p> | <p>This issue is being considered through the budget setting and Policy Option processes.</p> | <p>Likelihood</p>  <p>Impact</p> | <p>12 Concerned</p> |

| | | | | | | | |
|---|--|---|--|--|--|---|-----------------|
| <p>Legal & Democratic Services</p> <p>Page 2166</p> | <p>Significant loss of personal data</p> | <p>The Information Commissioner can take a range of actions against the Council for breaches of the Data Protection legislation including issuing undertakings to commit the Council to a particular course of action to improve its compliance with DPA, audit, serve enforcement notices and Stop Now Orders and, in the case of a serious breach, can serve a Monetary Penalty Notice up to £500,000. A loss of personal data would result in negative press coverage, damage to the Council's reputation, officer time and resources in addressing the breach and potentially action against the Council by the data subject.</p> | <p>The Council has had Data Protection policies and associated working practices in place for some years. The corporate policy has been improved and updated and is subject to regular review, most recently in January 2016. Service specific policies and procedures are in place for all services. Management of Council contractors and retention arrangements remain a concern, although suitable requirements and actions are in place to address this. Senior Information Risk Owner (SIRO) arrangements are in place via an updated DP policy (reviewed annually). Comprehensive training has been organised and delivered, with annual refresher training requirements identified. A detailed Action Plan remains in place and is managed on a quarterly basis to assist compliance with this ongoing obligation.</p> | <p>Chief Executive and Heads of Service.</p> | <p>The revised and updated Action Plan is in place to carry forward continuing obligations and new requirements. This will continue to be reviewed and developed accordingly. New corporate training has been identified and is being rolled out. Regular SIRO training is undertaken. Any incidents are actively handled. Cyber protection position and e-mail provision are being reviewed with a view to further improvements being made. Arrangements for the implementation of the General Data Protection Regulation in May 2018 (subject to review as part of Brexit process) are in preparation.</p> |  | <p>6 Uneasy</p> |
|---|--|---|--|--|--|---|-----------------|

| | | | | | | | |
|--|---|--|---|--|---|--|-----------------|
| <p>Development & Regeneration Services</p> | <p>Failure to deliver Skelmersdale Town Centre Regeneration</p> | <p>Opportunity - The project will provide a mix of residential, commercial, leisure and education accommodation opportunities.</p> <p>Threat - We could fail to address the economic issues, not address residents' requirements and have an impact on the Council's reputation.</p> | <p>1. Continue to consult with public where relevant. 2. Collaboration agreement in place. 3. Continue to engage with the "other" landowners to encourage their participation in the scheme. 4. This risk is reviewed regularly as part of the on-going project management. 5. Maintaining regular contact with developer and potential retail /commercial/leisure occupiers. 6. Project Board meets regularly to review progress.</p> | <p>Director of Development & Regeneration Services</p> | <p>A major planning application by St Modwen for a scheme consisting of a multi-screen cinema, restaurants & bars, retail facilities, and major enhancements to the public realm, has been approved. A Legal Challenge to this development has now been dismissed in the Court of Appeal.</p> |  | <p>9 Uneasy</p> |
| <p>Transformation – Housing & Inclusion Services</p> | <p>Failure to manage the impact of the Government's Benefit Reforms</p> | <p>The phased introduction of welfare reforms including Universal Credit and the benefit cap represents a significant change in benefit support. Impacts on benefit claimants and revenue collection including Council Tax and Council House rents are still emerging.</p> | <p>A working group with membership from WLBC, BTLS and the DWP to oversee and manage the changes is in place.</p> | <p>Borough Transformation Manager and Deputy Director of Housing & Inclusion</p> | <p>A Members Update on changes impacting on the Revenues & Benefits Service including welfare reform is being provided in February 2017. Further information will be provided as appropriate dependent on the government timetable.</p> |  | <p>8 Uneasy</p> |

| | | | | | | | |
|------------------------------|---|---|--|---------------------------------|---|---|--------------|
| Leisure & Wellbeing Services | Procurement of new leisure provision based on the requirements set out in the Leisure Strategy. | Potential impact on Council services, finances and reputation. Failure to deliver will impact on future service delivery. The potential financial cost, both revenue and capital, could have a significant financial impact. | The Council has adopted a leisure strategy which identifies its requirements. Project teams and project boards have been established from key sections of the Council involving senior staff to evaluate project proposals and progress. Leisure partnership cabinet working group established to ensure Members are kept informed and involved. | Director of Leisure & Wellbeing | The Council has agreed to undertake a financial viability assessment on the proposed provision. A report on these issues was presented to Cabinet in January 2017. |  <p>Likelihood</p> <p>Impact</p> | 12 Concerned |
|------------------------------|---|---|--|---------------------------------|---|---|--------------|

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



Risk Management Policy

1.0 Introduction

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

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

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

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

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

2.0 Aims of the Risk Management Policy

The Risk Management Policy has the following aims and objectives:

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

- To maintain and develop a robust framework and procedures for the identification, analysis, assessment and management of risk

3.0 Risk Assessment

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

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

4.0 Service Risk Registers

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

5.0 Risk Ownership and Management

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

Internal control is key to effective risk management and plays a significant part in the management of risks. Actions, procedures and operations undertaken to either

contain a risk to an acceptable level, or to increase the probability of a desirable outcome should be detailed on the Risk Register.

6.0 Risk Reporting

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

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

7.0 Risks and the Decision Making Process

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

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

8.0 Role of Risk Management Working Group

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

The Risk Management Working Group will meet twice yearly to consider the following types of area:

- Issues and improvements to the Risk Management Framework
- Risk Management training for both Members and Officers
- Reviewing and recommending changes to the Risk Management Policy
- Reviewing the Key Risk Register and recommending changes

- Disseminating good practice requirements across the Authority

9.0 Role of the Risk Co-ordinators

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

The Risk Co-ordinator's role is to:

- Represent their Service's interest in the management of the Council's risks and act as a Service lead officer on risk management issues including risk issues in relation to service plans.
- Support their ~~Directorate Service Head~~ **Head of Service** in implementing the Risk Management Policy within their Service
- Co-ordinate the risk process in their Service by monitoring and maintaining a Service Risk Register on behalf of their Service Managers.
- Monitor and review the status of service risks and action plans implemented to reduce or control those risks.
- To attend the twice yearly meetings of the Risk Management Working Group (or nominate a suitable substitute when unable to attend).
- Give advice and guidance to Managers/Officers within their Service on preparing risk assessments for committee reports.

10.0 Role of ~~Directorate Service Heads~~ **Heads of Service**

The role of ~~Directorate Service Heads~~ **Heads of Service** is to:

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

11.0 Governance Arrangements

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

12.0 Role of Audit

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

13.0 Skills, Expertise and Guidance

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

More detailed procedures ~~will also be produced~~ for Officers are available via the Council intranet at <http://intranet-westlancs-gov-uk-liveadmin/rules-and-regulations/risk-management.aspx>, ~~so that there is~~ which contains appropriate guidance ~~available~~ to enable them to carry out their duties effectively.

14.0 Making Others Aware of Risk Management

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

Consequently, before entering into the partnership, joint working or business contract arrangements, prospective partners and contractors should be asked to state their

approach to risk management and to provide certain minimum evidence to support their response.

15.0 Maintenance and Development of the Risk Management Policy

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

CORPORATE RISK ASSESSMENT

Impact

| Score | What's the worst that could happen? |
|-------|---|
| 1 | <ul style="list-style-type: none"> • Disruption to back office function with no loss of service to citizens. • No harm to life or limb. • No reputational damage. • No environmental damage. • Low financial loss. One which can readily be met from existing budget provision. |
| 2 | <ul style="list-style-type: none"> • Some disruption to a non-critical service to citizens. • Minor injury to third party resolved by first aid treatment. • Minimal reputational damage (single adverse article in local press). • Minor damage to the environment likely to recover within one year without intervention. • Medium financial loss. (Requiring virement at the level delegated to Heads of Service, currently up to £10k). |
| 3 | <ul style="list-style-type: none"> • Limited <u>temporary</u> disruption to a critical service (i.e. those services identified in the Council's Business Continuity Plan). Noticeable to customers but not exceeding 48 hours duration. • Injury requiring visit to A&E / short term hospitalisation. • Persistent adverse coverage in local press or radio. • Damage to the environment which will recover within a year following remedial action. • High financial loss (Can be met by virement at the level delegated to Cabinet, currently up to £50k). |
| 4 | <ul style="list-style-type: none"> • Serious disruption to a critical service to citizens or loss or reduction of more than one service likely to last more than 48 hours - Circumstances defined in the Business Continuity Plan as requiring notification of the Emergency Planning and Business Continuity Manager. • Serious injury requiring longer term hospitalisation. • Adverse article in national press, radio or TV. • Damage to the environment, which will not recover within one year even with remedial action or one which requires notification of other agencies. • Major financial loss. (Requiring virement to be approved by Council, currently anything over £50k). |
| 5 | <ul style="list-style-type: none"> • Central Government intervention in running of a WLBC service. • Loss of critical service to citizens for more than 7 days. Circumstances requiring the Business Continuity or other major incident management plans to be invoked. • Multiple injury or loss of life. • Extensive coverage in national media. • Damage to the environment likely to persist for many years despite remedial action or requiring intervention from other agencies. • Enormous financial loss. (Losses at a level which would impact on the Council's financial capacity to carry out its business). |

(Note, these are examples to indicate the level of risk within each category and do not include every conceivable type of risk).

Likelihood

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

WLBC Impact / Likelihood Matrix

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

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



CABINET:
14 March 2017

Report of: Director of Development and Regeneration Services

Relevant Portfolio Holder: Councillor J Hodson

Contact for further information: Peter Richards (Extn. 5046)
(Email: peter.richards@westlancs.gov.uk)

SUBJECT: FIRSWOOD ROAD HOUSING ALLOCATION

Wards affected: Bickerstaffe and Skelmersdale South

1.0 PURPOSE OF THE REPORT

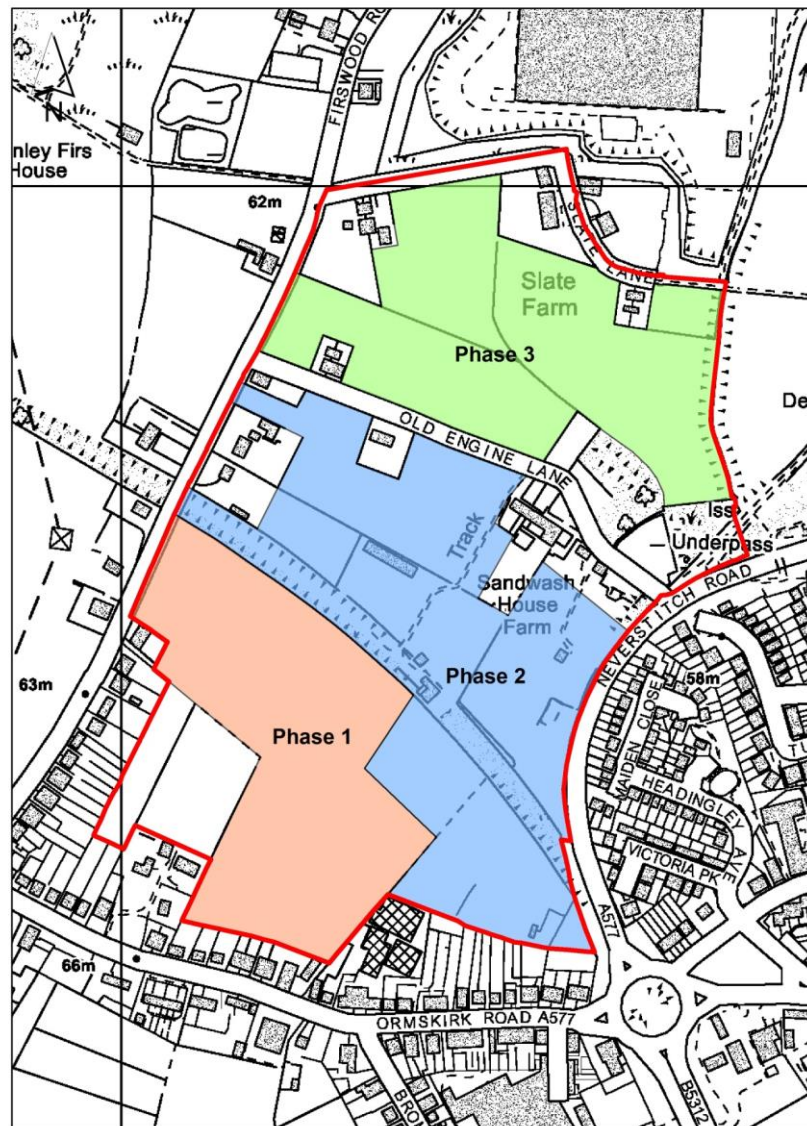
- 1.1 To seek authority to consider and take all necessary measures to bring forward the development of the Firswood Road Local Plan housing allocation in Lathom South / Skelmersdale.

2.0 RECOMMENDATIONS TO CABINET

- 2.1 That Cabinet authorise the Director of Development and Regeneration Services to take all necessary measures to facilitate development of the Firswood Road housing allocation, which may include the use of CPO powers to purchase the land.

3.0 BACKGROUND

- 3.1 The adopted West Lancashire Local Plan 2012-2027 includes a site allocation for housing development for circa 400 dwellings at Firswood Road in Lathom South / Skelmersdale. The site is bounded by Firswood Road to the west, the rear of properties on Blaguegate Lane / Ormskirk Road to the south, Neverstitch Road to the east and the XL Business Park to the north (see plan below) and so, while predominantly within Lathom South, sits on the edge of Skelmersdale and would have its primary access onto Neverstitch Road in Skelmersdale.



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- 3.2 The site is in multiple ownerships and encompasses several residential properties which would likely need to be built around and has the route of the former Ormskirk-Skelmersdale railway line crossing it, which is proposed to be a section of the Ormskirk-Skelmersdale Linear Park. As well as being allocated in the Local Plan, the site also benefits from a Development Brief that the Council adopted in 2014 and which guides how the site should be developed out.
- 3.3 Phase 1 of the site is currently the subject of a full planning application from Bellway Homes for 94 dwellings, with its own access onto Firwood Road. Phase 1 is in a single land ownership and can be brought forward independently if the proposed access is approved, and so there are no current concerns over the prospect of this site coming forward for development, although this may change if the access off Firwood Road were not to be approved.
- 3.4 Given that Firwood Road is a minor road and that its junction with Blaguegate Lane can only be improved in a limited way, further development of the Firwood Road site would not be able to have an access onto Firwood Road, and so

Phases 2 and 3 must be brought forward in a co-ordinated way to utilise one access onto Neverstitch Road. As such, this requires the multiple landowners of Phases 2 and 3 to work together to bring forward their site to the market together and have realistic aspirations as to the value of their land given the constraints associated with the site.

- 3.5 The Local Plan was adopted three and half years ago, and there has been no indication from the landowners of Phases 2 and 3 that they have any appetite to bring forward their land for development in the near future and no sign of any firm commitment for them to work together to bring the site forward (which would be absolutely necessary given the nature of the site and the highways access), contrary to the evidence presented at the Local Plan Examination. Furthermore, representations made on behalf of the landowners to the examination for the CIL Charging Schedule opposed the introduction of a CIL charge on the site and indicated that they expected to receive a higher land value for their land than they would receive once CIL was introduced.
- 3.6 Therefore, this lack of movement on Phases 2 and 3, and the very clear views expressed on behalf of the landowners previously related to their expectations on land value, give rise for serious concern that this important housing allocation would not come forward in the near future and would not deliver anywhere near the full 400 dwellings anticipated in the Local Plan. This removes an important contributing site to West Lancashire's rolling 5-year housing land supply and therefore adds to the risk that the Council may fall beneath the required 5-year housing land supply and so risk Local Plan policies for the supply of housing being considered out-of-date. As has been seen in the recent Appeals related to proposals for housing developments on safeguarded land in Aughton, this is a significant issue with considerable risks.

4.0 CURRENT POSITION & NEXT STEPS

- 4.1 In order to facilitate the development of the Firwood Road housing allocation, the Director of Development and Regeneration Services is requesting authority to consider the options for bringing forward this site and to take all necessary measures to bring about its development. Initially, this may simply be a conversation with the landowners to ascertain precisely why Phases 2 and 3 of the site have not yet been brought forward for development and consider potential solutions for overcoming the issues that the landowners raise, but it may also extend to making an offer for all or part of the site in order to bring the site into a single ownership or a more manageable number of landowners and so facilitate the development. Failing this, the option of seeking a CPO of the site would also be an option, and Cabinet is being asked to grant authority to the Director of Development and Regeneration Services in the knowledge that CPO may end up being the only solution.
- 4.2 Alongside these steps, the Council is liaising with the HCA regarding any role they may play in facilitating the site's development, given that they are interested in working with the Council to identify a site where Starter Homes might be developed, and are able to bring significant funding to unlock constrained sites for the development of Starter Homes.

- 4.3 As such, it would be hoped that the Council and HCA, working together, could encourage the landowners to sell their land at a reasonable price either to the Council / HCA or directly to a housebuilder, and so expedite the development of the site.

5.0 SUSTAINABILITY IMPLICATIONS / COMMUNITY STRATEGY

- 5.1 Delivering new housing in West Lancashire is a key aspect of developing sustainably, and so the delivery of allocated housing sites in the Local Plan is central to this. Failure to do so has the potential consequence of sites not allocated for housing development in the Local Plan coming forward for development instead, meaning that development comes forward in a less sustainable, unplanned way, or that insufficient housing is built to meet the needs of West Lancashire.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 Any officer time required in the initial discussions or negotiations with the landowners of the Firwood Road site, and in working with the HCA, can be resourced through the Development and Regeneration Service's revenue budgets. Funding for any purchase of land, and the costs of pursuing a CPO if required, would need to be identified in due course, reporting to Council as appropriate. The costs of pursuing a CPO, particularly where landowners object and the matter proceeds to public inquiry would need to be fully considered at that time. There may be a role for the HCA in contributing to the cost of purchasing the land or making it ready for development or in reaching an agreement with a suitable house builder to develop the site.

7.0 RISK ASSESSMENT

- 7.1 The initial steps involved in this decision would involve very little, if any, risk for the Council, and would, hopefully, stimulate movement from the landowners on the development of the site. Were the Council to ultimately end up purchasing the site or applying for a CPO, the risks are of course greater, but the final decision on such a course of action would be the basis of a further report to Cabinet/Council at that time.

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 of this decision. Therefore, an Equality impact Assessment is not required.



CABINET:
14 March 2017

Report of: Director of Development and Regeneration Services

Relevant Portfolio Holder: Councillor J Hodson

Contact for further information: Peter Richards (Extn. 5046)
(Email: peter.richards@westlancs.gov.uk)

SUBJECT: CIL FUNDING PROGRAMME – ASSESSMENT OF SCHEMES

Wards affected: Whole Borough

1.0 PURPOSE OF THE REPORT

- 1.1 To agree slight changes to the assessment of potential schemes for CIL Funding Programmes in future years, in order to facilitate greater participation of Members in the assessment process.

2.0 RECOMMENDATION

- 2.1 That the new approach to the assessment of schemes for CIL Funding Programmes as set out at section 4 of this report be approved.
-

3.0 BACKGROUND

- 3.1 Each year the Council prepares a CIL Funding Programme to set out what CIL monies are anticipated to be received in the current financial year and which infrastructure projects will receive funding from that CIL income in the coming financial year. The backbone of this CIL Funding Programme is an assessment of potential infrastructure schemes on the Council's Infrastructure Delivery Schedule to identify the most suitable schemes to benefit from CIL funding in the coming financial year.
- 3.2 The Council has now prepared CIL Funding Programmes for two successive years, allocating some £216,000 of CIL monies to six infrastructure projects in Skelmersdale (x2), Ormskirk, Burscough, Haskayne and Rufford. In the region of

£250,000 of CIL income has also been set aside to save towards a significant, large infrastructure project in the future.

- 3.3 Whilst the current assessment process does already provide an opportunity for Ward Member involvement, officers have reviewed the process to facilitate enhanced Ward Member participation in the shortlisting of schemes for consideration by Cabinet. Under the new proposals, Officers will engage with Ward Members about potential projects earlier in the year at the beginning of the process and will ensure that clear information is sent out to Ward Members so that they are fully aware of what is needed should they wish to submit a project for inclusion on the IDS. An additional stage of engagement has been introduced where Ward Members will be briefed on the initial assessment of eligible projects undertaken by officers and be invited to make written comments on that assessment to inform officer's final recommendation on the options for the CIL Funding Programme and, ultimately, Cabinet's final decision on what options to consult upon. It should be noted that not all projects submitted for consideration will be eligible to go forward to the initial assessment stage. Details of those projects that are excluded, along with reasons for exclusion, will be provided so that Members are aware of this at the initial assessment stage.
- 3.4 The review has also provided an opportunity to consider the application of a more flexible approach to the issue of project deliverability, i.e. currently the assessment process requires projects to be delivered within 12 months of having received CIL funding approval and the proposal will be to increase this to 2 years. Notwithstanding these proposed changes to the assessment of schemes, Members must bear in mind that there are some criteria which the Council cannot assess differently and which, if a scheme is assessed negatively against them, must result in that scheme being discounted from receiving CIL monies.

4.0 PROPOSALS

- 4.1 The following provides an overview of the slightly amended approach to preparing a CIL Funding Programme which would be used under the proposals:
- March / April – contact all Infrastructure Providers, Ward Members, Parish Councils and other relevant organisations to invite updated submissions for projects to go on the IDS. As part of this, officers will ensure that the information which is sent out is very clear about what the Council needs in a response, and how responses will feed into the assessment of projects, so encouraging respondents to put in sufficient detail about their project, its funding and its timescales for delivery.
 - May / June – Officers to undertake initial assessment of projects on IDS as to eligibility and suitability for CIL Funding in 2018/19. This will involve a new, clearer assessment to show the reasons why a project has been assessed the way it has. The first step in this assessment will be identifying those projects on the IDS which should be excluded from the initial assessment for CIL Funding because they do not require CIL Funding, they are not for infrastructure on the R123 list or they are not needed because of new development. These excluded projects will be listed with the reason for their exclusion so that Members will be aware of the detail when the initial assessment is presented to Members in July. It should be noted that the

CIL Regulations prevents certain projects from receiving CIL funding. The most difficult element of this first step will be the judgement of whether a project is needed because of new development as it is not always clear-cut. Officers will ensure that the assessment is very clear on this criteria and that it is applied consistently.

The second step at this stage will then be the assessment of the eligible projects in relation to deliverability and their priority / value in light of reference to Corporate Priorities, Council (and other) Strategies, as well as whether the projects have match-funding and whether there is other funding available to enable the projects such as the 15% neighbourhood portion. On deliverability, this criteria will be made more flexible to allow projects deliverable within two years (extended from 1 year previously) to be assessed positively, and with this any projects ultimately awarded CIL monies will be given two years in which to complete their project (or potentially face the CIL funding being withdrawn).

- July – Present this initial assessment to Members at a briefing session and seek their input through a written feedback exercise. After the initial briefing session, officers will send the assessments to Members by email and ask them to provide feedback by email. In this way, Members will be able to put forward their views on the assessments at an early stage.
- September (for October Cabinet) – Formulate an officer recommendation for a draft CIL FP (i.e. the options the Council will consult on), drawing on the Members' input and reporting the full feedback from Members with the Cabinet Report, to inform Cabinet's decision.
- November – Public Consultation
- December (for January Cabinet) – take consultation feedback and the officer view on a Final CIL FP to Corporate & Environmental at the start of December, and report their comments with officer recommendations to Cabinet in January.

5.0 SUSTAINABILITY IMPLICATIONS / COMMUNITY STRATEGY

- 5.1 The delivery of new infrastructure funded by CIL monies will have positive implications for sustainability and contribute to the delivery of the development allocated in the West Lancs Local Plan 2012-2027 in a sustainable manner.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 The slightly amended proposals for assessing schemes for CIL funding will not have any additional implications for financial and resource implications for the Council.

7.0 RISK ASSESSMENT

- 7.1 There is no risk associated with this decision and, in fact, increasing the transparency of the assessment process will, if anything, reduce risks associated with decisions made by the Council on CIL funding.

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 of this decision. Therefore, an Equality impact Assessment is not required.



CABINET: 14 March 2017

EXECUTIVE OVERVIEW &
SCRUTINY COMMITTEE:
30 March 2017

Report of: Director of Housing and Inclusion and Borough Treasurer

Relevant Portfolio Holder: Councillor J. Patterson

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

SUBJECT: HRA REVENUE AND CAPITAL MONITORING

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an update on the current position in respect of the 2016/2017 Housing Revenue Account (HRA) and Council Housing Capital Investment Programme.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the financial position in respect of the 2016/2017 HRA and Council Housing Capital Investment Programme be noted.

2.2 That the proposed £50,000 capital budget virement from the Disabled Adaptation scheme to the Lift scheme as set out in paragraph 6.3 be approved.

2.3 That Call In is not appropriate for this item as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 30th March. 2017.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE

3.1 That the financial position in respect of the 2016/2017 HRA and Council Housing Capital Programme be noted.

4.0 BACKGROUND

- 4.1 A one year budget for both the HRA and the housing investment programme was set for 2016/17. This addressed the immediate budget gap created by the change in Government policy on Council housing rents announced in the summer of 2015. A series of policy options were approved by Council in July 2016 and October 2016 that will address the on-going financial pressures created by the 1% per annum rent reduction that will be required over the 4 year period to 2019-2020. These policy options will also allow some money to be set aside to help fund future additional budget pressures which progressively build during this period.

5.0 REVENUE BUDGET MONITORING

- 5.1 It is our standard practice to review financial performance to ensure that budgets are being effectively controlled so that any issues can be addressed in a timely fashion. A summary of the HRA Revenue position is shown in Appendix 1 which identifies that a favourable budget variance of £1.301m is projected for the year. This is equivalent to 5.0% of the overall budget requirement, and so is a relatively modest variance in percentage terms. This compares to a projected position of a favourable variance of £0.967m at the mid year stage.
- 5.2 The main reasons for this position are that the active management of staffing levels should deliver a favourable budget variance of just over £450,000 based on current trends, and because there have been no calls to date on the central contingency budget of £398,000. The void repairs and response repairs budgets are expected to finish the year around £250,000 below budget, but as both budgets are demand driven and depend partly upon uncontrollable factors such as the severity of the remaining winter months, this could vary.
- 5.3 The projections have been calculated on a prudent basis, and consequently it can be confidently expected that the HRA will meet its budget targets. This will continue our track record of managing our financial performance to ensure that the outturn position is in line with the budget.
- 5.4 Consideration can be given to how this projected favourable budget variance should be used when Council consider the outturn position later this year in July, taking into account the latest HRA Business Plan projections.

6.0 CAPITAL BUDGET MONITORING

- 6.1 A summary of the Housing Capital Investment Programme position is shown in Appendix 2. The total budget for the year is £15.070m and expenditure up to the 26th January 2017 was £7.367m, which represents 49% of the total budget.
- 6.2 It is standard practice at year-end that capital budgets that have not been fully utilised are reviewed before being slipped into the following year to allow for completion of the existing programme. If the review identifies elements of the capital budget that will not be required in the following year they may be removed from the capital investment programme to release funding. It is anticipated at this stage that most unutilised budget will be slipped into 2017/18.

- 6.3 There is a proposed £50,000 budget virement from the Disabled Adaptations scheme to the Lifts scheme. The adaptations budget is demand led and projected spend in 2016/17 can comfortably be contained within the remaining funds once the budgets have been adjusted for this change.

7.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 7.1 Work carried out through 2016/17 has ensured that, with the information we are aware of, the HRA can deliver services and is financially sustainable in the medium term. This supports the community strategy which highlighted that local people should receive good quality homes for a fair and appropriate rent.

8.0 RISK ASSESSMENT

- 8.1 The difficult financial position facing the HRA is a key risk that is included on the Council's Key Risk Register. The high value asset levy and welfare reform are the largest unknown financial pressures identified but as yet their exact scale cannot be quantified.

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 1 – HRA projected outturn (revenue expenditure)
- Appendix 2 – Public Housing Capital Programme Expenditure
- Appendix 3 – Minute of Cabinet 14 March 2017 (Executive Overview and Scrutiny Committee only) – to follow

APPENDIX 1 – HRA PROJECTED OUTTURN (REVENUE EXPENDITURE)

| Budget Area | Budget £'000 | Projected Variance £'000 | Comments |
|--|-----------------|--------------------------------|--|
| Employee expenses | 4,994 | -462 | The active management of staffing levels should enable a favourable budget variance to be delivered |
| Void repairs and response repairs | 2,653 | -250 | Expenditure expected to be below budget at the year end, but the exact scale will depend partly upon winter weather issues |
| Other premises costs | 3,029 | 0 | |
| Transport expenses | 229 | 0 | |
| Budget Contingency | 398 | -398 | There have been no calls on the contingency to date and none are expected at this time |
| Supplies and Services | 2,049 | 0 | |
| Support Services and Internal Income (net) | 1,432 | 0 | |
| Loan Interest | 3,169 | -112 | Cash holdings have been used to finance the capital programme rather than external borrowing to save money on interest costs |
| Contributions to Capital | 7,928 | 0 | It is expected that the full value of this budget will be required to support the capital programme. |
| Dwelling rents | -23,568 | 0 | Rental income is currently broadly in line with budget targets |
| Other external income | -2,313 | -79 | |
| Total | 0 | -1,301 | A bottom line favourable budget variance of £1.301m is forecast, which represents 5.0% of the overall budget. |

APPENDIX 2 – PUBLIC HOUSING CAPITAL PROGRAMME EXPENDITURE

| Scheme Description | Revised Budget | Actual to date | Percentage spent | Comments |
|------------------------------------|----------------|----------------|------------------|--|
| Expenditure | £'000 | £'000 | % | |
| Kitchen Replacements | 2,315 | 1,103 | 48% | Programme on track for 31 March 2017, unused budget to move into the 2017/18 contingency budget to fund refusals |
| Firbeck Revival | 2,136 | 1,522 | 71% | Final works expected 2017/18, that which is not slipped will no longer require funding or can be used for other projects |
| Heating System Upgrades | 1,675 | 1,237 | 74% | |
| Beechtrees Revival | 1,198 | 248 | 21% | £0.638m transferred from Firbeck mid-year, to slip into 2017/18 |
| Bathroom Replacements | 1,100 | 366 | 33% | Contractor capacity is limiting the number of replacements per week, and funding will slip into 2017/18 |
| Windows and Doors | 927 | 241 | 26% | Delivery is under way but will slip into 2017/18 |
| Sheltered Housing Upgrades | 823 | 186 | 23% | Unused budget will slip into 2017/18 |
| Professional Fees | 664 | 463 | 70% | |
| Adaptations for Disabled People | 600 | 314 | 52% | Demand led. Unspent budget will no longer require funding |
| Electrical Upgrades | 513 | 135 | 26% | Work on Digmaor to take place in 2017/18 |
| Walls | 470 | 0 | 0% | Programme will largely be delivered in 2017/18 |
| Contingency - Voids and Responsive | 409 | 315 | 77% | |
| Communal Areas Improvements | 325 | 115 | 35% | |
| Energy Efficiency | 317 | 287 | 91% | |
| Structural Works | 226 | 116 | 51% | |
| Property Purchases | 213 | 212 | 100% | |
| Lifts | 200 | 236 | 118% | |
| Evenwood Court Re modelling | 151 | 126 | 83% | |
| Housing OR Recommendations | 125 | 54 | 43% | |
| HRA Garages | 113 | 1 | 1% | |

| | | | | |
|--------------------------------|---------------|--------------|------------|--|
| Westec Site Development (HRA) | 108 | 0 | 0% | |
| Environmental Programme | 100 | 0 | 0% | |
| Re-Roofing Works | 88 | 0 | 0% | |
| Replace Balcony Surfaces Works | 40 | 43 | 109% | |
| Flood Resilience Works | 40 | 0 | 0% | |
| Improvements to Binstores | 39 | 28 | 72% | |
| Equipment Replacement | 35 | 0 | 0% | |
| Communal Door Entry Systems | 28 | 0 | 0% | |
| Environmental Improvements | 25 | 1 | 3% | |
| Digital Inclusion Initiatives | 19 | 1 | 7% | |
| Beacon Crossing | 18 | 0 | 0% | |
| Painting Rendering no fines | 15 | 0 | 0% | |
| Compart Roof Space Sheltered | 10 | 8 | 78% | |
| Tanhouse | 5 | 8 | 160% | |
| Total Expenditure | 15,070 | 7,367 | 49% | |

| Resources | Revised Budget | Actual to date | Percentage spent | |
|------------------------|-----------------------|-----------------------|-------------------------|---|
| Capital receipts | 213 | 213 | 100% | |
| HRA Contribution | 7,816 | 7,154 | 92% | Capital expenditure will be funded from HRA Contributions before any additional borrowing requirement is incurred |
| HRA Borrowing | 7,041 | 0 | 0% | |
| Total Resources | 15,070 | 7,367 | 49% | |

CABINET: 14 March 2017



Report of: Borough Solicitor

Relevant Portfolio Holder: Councillor Ian Moran

Contact for further information: Terry Broderick (Ext 5001)
(E-mail: Terry.Broderick@westlancs.gov.uk)

SUBJECT: APPOINTMENT TO WEST LANCASHIRE COLLEGE BOARD

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To advise Members of an approach by the National Training and Colleges Group (NCG), inviting Ms Kim Webber, Chief Executive, to join the West Lancashire College Board.

2.0 RECOMMENDATIONS

2.1 That the invitation from NCG be considered and the Chief Executive be authorised to accept the appointment for the reasons set out in paragraph 5 of the report.

3.0 BACKGROUND

3.1 West Lancashire College (WLC) is a community-based college operating in association with NCG (National Training and Colleges Group), as a provider of further and higher education and apprenticeship training. WLC has around 3,500 learners of different ages. Programmes from entry level to degree level are offered, including BTECs and Apprenticeships.

3.2 Occupying buildings in Skelmersdale and Ormskirk, WLC offers a range of facilities for learning and social activities. As a division of NCG, WLC has recently become the first college in the UK to be able to develop and award its own Honours and Masters degree.

- 3.3 Together with Edge Hill University, and local schools, WLC contribute to an increasingly strong education/learning offer for students in West Lancashire and beyond.
- 3.4 The importance of the education/learning offer to the economic and general wellbeing of West Lancashire residents and businesses is recognised in the Council's Economic Development Strategy 2015-2025, a key theme of which is 'Advantage Through Knowledge and Skills.'
- 3.5 Economic forecasts for West Lancashire present a positive picture, with employment growth expected to out-perform the national, regional and Lancashire averages. Demand for premises is buoyant, and a number of transformational projects are set to benefit the local economy in the strategy period. These include, but are not limited to, Superport, Skelmersdale Town Centre regeneration, and housing delivery as part of the current Local Plan 2012-2027. Growth is anticipated in construction, energy and logistics sectors in particular.
- 3.6 The combined effects of sectoral growth will increase demand for a skilled local workforce, at a time when a significant proportion of the workforce will be anticipating retirement. Is it therefore important that West Lancashire utilises its resident workforce, raising skill levels and economic activity.
- 3.7 The Economic Development Strategy 2015-2025 recognises that further and higher education establishments in the Borough play a vital role in shaping the skills base of the Borough: "Building on existing work, it is important that both..... establishments are fully engaged with the Council to ensure that the skills demanded through major capital programmes and other economic development projects are sourced within the Borough."
- 3.8 The Strategy sets out the following key ask:
- "Improve the skills Gap and Raise Qualification Levels.** Both the higher education and further education establishments within the Borough are developing initiatives to raise skills levels and match these with local employers, however improved co-ordination and sharing of information is required in order to fulfil this objective."
- 3.9 The Council Plan 2017-18, elsewhere on this agenda, sets out the Council's corporate aims to be a Council which is Ambitious for West Lancashire: Our Economy, Environment and for Health and Wellbeing

4.0 ESTABLISHMENT OF A WEST LANCASHIRE COLLEGE BOARD

- 4.1 WLC currently has an Advisory Committee which involves three external individuals to support the management of the College. As part of a recent review of governance, involving the devolution of powers from NCG, WLC is now looking to build on and strengthen these arrangements.
- 4.2 A newly constituted Board is to be established involving around 7 external appointments, together with the Interim Principal, staff and student representation. The Terms of Reference of the proposed Board are set out at Appendix 1. The role description for Board Members is at Appendix 2.

4.3 The Council has received a letter indicating that NCG would like Ms Kim Webber, the Chief Executive, to become a member of the Board, on the terms set out (see Appendix 3). The role does not carry a remuneration, but involves a time commitment.

5.0 CONSIDERATIONS

5.1 In considering the invitation, Members will wish to have regard to the extent to which such a position contributes to the wellbeing of the Borough, furthers the Council's stated aims, and is in line with key strategies.

5.2 In this regard, it is considered that, should Members be so minded, membership of the College Board complements the Council's economic aspirations for the Borough, and the Economic Development Strategy 2015-2025.

5.3 The role description indicates a time commitment of circa 35 hours per annum plus events, which would be accommodated alongside other work commitments. Indemnity/insurance arrangements are understood to be in place, in relation to the role, and which would cover Board Members acting in this role.

5.4 The role description and the WLC Board Terms of Reference have been reviewed and no conflicts of interest are deemed to arise at this stage. Should there ever be a situation where such an interest arose, e.g. in relation to an item on the Board, accepted protocols would be followed.

5.5 The Council has in place sophisticated guidance and policies to assist the fulfilment of such arrangements e.g. the 'Guidance Note for Members and Officers Involved with Outside Bodies' and the 'Officers' Code of Conduct.'

6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

6.1 The WLC Board will take an overview of quality and curriculum; and is considered consistent with the aims of the Community Strategy.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 There are some resource implications arising from this report in respect of officer time, and these will be met within existing resources.

8.0 RISK ASSESSMENT

8.1 Involvement in the Board will help mitigate the risks, and further the asks identified in the Economic Development Strategy 2015-2025 in respect of skills.

BACKGROUND DOCUMENTS

None

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 1 Role Description of a College Board Member
- Appendix 2 West Lancashire College Board Terms of Reference
- Appendix 3 Letter of Invitation dated 3 March 2017

Role Description of a College Board member

NCG's colleges provide education and training to meet local needs.

College Boards are an important feature of NCG's governance arrangements. Members act in a non-executive capacity to:

- Oversee the College's relationships with stakeholders
- Oversee the quality of the College's provision
- Comment on College business plans as they are developed
- Approve the College's approach within Group policy in key areas
- Monitor the College's approach to risk management within Group policy
- Review and monitor progress at the College
- Provide challenge to College leadership

The role of College Boards complements the role of NCG Corporation (the main board). College Boards provide a local focus on responsiveness, quality and effectiveness; this reflects the local nature of stakeholder needs, provision of education and training and operation of the College. The Corporation is responsible for corporate strategy, Group policies and the finances of NCG as a whole.

A College Board has 10 members including the College Principal, elected staff and student members and, at Newcastle Sixth Form College, an elected parent member.

The remaining members contribute knowledge and experience of:

- Employers and or local or regional bodies and their needs
- Education and training
- Finance
- Marketing
- Safeguarding
- Equality and Diversity

Particular skills in the above areas may be required when vacancies arise. For example, a College Board will nominate individual members to enhance oversight by the Board and ensure the awareness of all members is maintained in the areas of:

- Safeguarding, including Prevent
- Equality and Diversity

The members of College Boards:

- Prepare for and attend 6 College Board meetings annually
- Participate in appropriate induction and development activities
- Participate in an annual conference for members of College Boards and the Corporation
- Take part in the annual self-assessment of the work of the College Board
- Act as ambassadors for the College, including at ceremonies and events

In carrying out their role, the members of College Boards:

- act in accord with the Terms of Reference of the College Board
- uphold the highest standards of integrity and probity, including adhering to the Seven Principles of Public Life (Nolan Principles): Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership
- put the interests of NCG and the local College first including safeguarding the good name and reputation of NCG and the local College

The estimated total minimum time commitment over the course of each year is 35 hours. Visits to attend College events or to observe activities would be in addition to this.

The role is unpaid. (Members of the Corporation are also not paid for their role.)

The role provides an opportunity to improve the College's contribution to the local area and the welfare of the student population.

The Chair of the College Board

A member of the College Board will be selected to serve as its Chair. This appointment is subject to approval by the Corporation.

The role of the Chair of the College Board is to:

- Chair meetings of the College Board, in accordance with its Terms of Reference
- Call meetings of the College Board, as required, beyond the minimum number specified in the Terms of Reference
- Make an annual presentation to the Corporation; this is intended to contribute to effective communication between the College Board and the Corporation
- Nominate suitable individuals for membership of the College Board in consultation with the College Principal; appointments are subject to approval by the Corporation
- Assist the Chief Executive, when the need arises, with the recruitment and selection of a College Principal

Person Specification for College Board member

The following attributes are essential:

Skills

| | |
|------------------------------------|--|
| Interpersonal Skills and Team Work | Ability to work positively with others and debate whilst maintaining a constructive atmosphere. |
| Communicating and Influencing | Able to express ideas/plans in a clear manner at all times and to listen actively to other viewpoints. Also to be able to speak clearly and fluently and in a compelling manner. |
| Planning and Organisation | Able to establish an effective course of action for self and others to achieve goals that can be monitored. |
| Drive to achieve and determination | Able to be effective through energy and enthusiasm. |
| Strategic Perspective | Able to develop a broad-based view of issues and events and perceive their long term impact. |
| Intellectual and Technical Ability | <p>Able to demonstrate a knowledge and understanding of facts and identify solutions. Be able to think laterally and achieve pragmatic solutions.</p> <p>Knowledge and experience of one or more of:</p> <ul style="list-style-type: none"> • Employers and/or local or regional bodies and their needs • Education and training • Finance • Marketing • Safeguarding • Equality and Diversity |
| Leadership | Able to demonstrate behaviour and skills that inspire confidence and motivates other to achieve. |

| | |
|----------------------|---|
| Experience | Will most likely be employed in a senior position in the public or private sector, or be a leading member in the local community. |
| Circumstances | Available to attend an average of 6 College Board meetings per year and participate in development activities. |
| Diversity | Committed to valuing diversity and advancing equality |
| Knowledge | An understanding of and commitment to the benefits of lifelong learning and economic regeneration |



West Lancashire College Board Terms of Reference

1. Terms of Reference

1.1 Overseer local relationships with stakeholders

1.1.1 Maintain an understanding of effectiveness informed by stakeholder views

1.1.2 Ensure there is collaboration with employers and others to ensure the range and content of provision is aligned with local, regional and national priorities

1.1.3 Ensure there is evidence of working with the Local Enterprise Partnership (LEP) and other regional bodies to ensure provision takes account of their priorities

1.1.4 Ensure the College has a student voice

1.1.5 Ensure the College has a staff voice

1.2 Comment on College business plans as they are developed

1.3 Overseer Quality of Provision in the College

1.3.1 Monitor quality performance and provide challenge to local management

1.3.2 Monitor progress and performance of groups of learners so none underachieves

1.3.3 Secure and sustain improvements in teaching, learning and assessment

1.3.4 Challenge and support the Senior Leadership Team to ensure staff improve teaching through incisive performance management

1.3.5 Monitor progression and destinations and challenge College management

1.3.6 Challenge and support the Senior Leadership Team to ensure the provision of accurate, timely and impartial careers guidance

- 1.4 Ensure the College complies with NCG policy in respect of:
 - 1.4.1 Child Protection and Safeguarding Vulnerable Adults
 - 1.4.2 Equality and Diversity
 - 1.4.3 Risk Management
 - 1.4.4 Subcontracting Provision
 - 1.4.5 Supply Chain Fees and Charges Policy
- 1.5 Monitor local risks in line with the Scheme of Delegation and the NCG Risk Management Framework
- 1.6 Review and monitor progress in the College and challenge College leadership on:
 - 1.6.1 The development of culture in the College in line with NCG Values and Behaviours
 - 1.6.2 Human Resources
 - 1.6.3 Complaints and learner feedback
- 1.7 Receive information relating to the College on:
 - 1.6.1 Financial performance
 - 1.6.2 Issues arising in the areas of Disclosure Policy, Information Policy or the Code of Practice on Freedom of Speech
- 1.8 Make statements on behalf of the College, but not on behalf of the Corporation
- 1.9 Provide the Corporation with an annual statement regarding performance against delegated authorities
- 1.10 Make recommendations to the Corporation on appointments to vacancies on the College Board
- 2. Membership**
 - 2.1 The College Board shall comprise 10 members including:
 - The College Principal
 - A student member, nominated and elected by the students at the College
 - A staff member, nominated and elected by the staff at the College

- Individuals with an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the College Board should have recent, relevant experience in:
 - Employers and or local or regional bodies and their needs
 - Education and training
 - Finance
 - Marketing
 - Safeguarding
 - Equality and Diversity
- 2.2 The College Board shall nominate individual members to enhance oversight by the College Board and ensure the awareness of all members is maintained in the areas of:
- Safeguarding, including Prevent
 - Equality and Diversity
- 2.3 Each College Board may plan for succession to the role of Chair of the College Board. When a vacancy for the role of Chair arises:
- If an obvious successor is available:
 - The College Principal may discuss and agree the nomination with the Chief Executive and, through the Chief Executive, the Chair of the Corporation
 - The agreed nomination will be brought to NCG Corporation for approval.
 - Otherwise:
 - Applications from internal and external candidates will be invited by open advertisement of the vacancy
 - Short-listing and an interview will be carried out by a panel comprising:
 - members of the College Board and a member of NCG Corporation, where the College Board is established
 - members of the Corporation where the College Board is being established
 - The candidate selected by the panel will be nominated for approval by NCG Corporation
- 2.4 If the Chair is absent from a meeting of the Committee, those present shall select another member to chair the meeting. The Principal, staff and student members shall be ineligible to act as Chair, except to chair a meeting in the absence of the appointed Chair.
- 2.5 The Chair and the College Principal shall nominate suitable members as required. Appointments are subject to approval by the Corporation.
- 2.6 The College Principal shall organise the election of staff, student and parent members (as applicable). Appointments are subject to approval by the Corporation.

- 2.7 An individual may not be appointed to the College Board if they would be ineligible for membership of the Corporation under the Instrument & Articles of Government. Members shall be required to declare their eligibility in a form prescribed by the Clerk to the Corporation.
- 2.8 With the exception of the staff and student member, an individual may not serve as both a member of the College Board and a member of NCG Corporation. (This restriction shall not apply to individuals who were members of both the Corporation and an NCG College Advisory Committee on 12 July 2016 for the remainder of their current term as a member of the Corporation.)
- 2.9 Every member of the College Board shall act in the best interests of NCG and shall not be bound to speak or vote by mandates given by any other body or person. The members of the College Board shall be subject to the same requirements to declare interests as members of the Corporation. The Clerk to the Corporation shall gather declarations of interests from members.

3. Terms of Office

- 3.1 The Principal shall serve for the period of appointment as Principal.
- 3.2 The student member shall serve for one academic year.
- 3.3 For other members, the initial period of office shall normally be three years. On reappointment, the period of office will be up to three years and set with consideration of the risk that a number of members might leave the College Board at the same time. The maximum total term of office shall be nine years.
- 3.4 A staff member who ceases to be an employee of the College or a student member who ceases to be a student or a parent member who ceases to have any children attending the college shall immediately cease to be a member of the College Board.
- 3.5 The College Board may recommend that the Corporation removes from the membership of the College Board any member who:
- has not attended a meeting for a period in excess of six months without the permission of the College Board; or
 - is unfit or unable to discharge the functions of a member; or
 - becomes ineligible for membership.
- Any such recommendation should be forwarded to the Clerk to the Corporation.
- 3.6 The Corporation reserves the right to appoint or remove College Board members.

4. Meetings

- 4.1 The College Board will normally meet at least 6 times each year on dates arranged by the College Board to align with a Calendar of Reporting approved

by NCG Corporation. Additional meetings may be called as necessary in agreement with the Chair of the College Board.

- 4.2 Meetings of the College Board shall be quorate if at least 40% of appointed members are present. If the number of members present for a meeting of the College Board does not constitute a quorum, the meeting shall not be held. If during a meeting there ceases to be a quorum, the meeting shall be terminated.
- 4.3 In the event of a vote, a question to be decided at a meeting of the College Board shall be decided by a majority of votes cast by the members present. In the event of a tied vote, the Chair shall have a second or casting vote.
- 4.4 The College Board may invite others to attend its meetings as appropriate. Meetings of the College Board will not be open to persons other than the appointed members, unless they are invited by special invitation.
- 4.5 Senior managers at the College should be invited to attend meetings of the College Board, particularly where their area of responsibility is under discussion, and shall be entitled to speak at meetings but not to vote.
- 4.6 The College Principal will ensure that secretarial support is provided for the College Board and that the College Board operates within whatever requirements are imposed by the Instrument & Articles of Government, any Standing Orders relating to committees and any working practices required by the Clerk to the Corporation.
- 4.7 The College Principal, supported by the Clerk to the Corporation, will normally provide written notice of each meeting and an agenda at least 7 days in advance.
- 4.8 Members will be required to keep any matters confidential that are identified as such by the Principal.

5. Minutes and Papers

- 5.1 Having regard to the criteria for confidentiality used by the Corporation, separate minutes will be prepared for the non-confidential and confidential items.
- 5.2 At every College Board meeting the minutes of the last meeting shall be taken as an agenda item, and, if agreed to be accurate, shall be signed as a true record.
- 5.3 The College Principal will forward to the Clerk to the Corporation draft minutes which have been approved by the Chair of the College Board. A copy of the signed minutes must also be provided when the minutes have been approved by the College Board.

- 5.4 The Clerk to the Corporation shall present the draft minutes at the next scheduled meeting of the Corporation.
- 5.5 All minutes will remain confidential until they are reported to the Corporation. Any minute which provides personal information about an individual or meets other NCG's other criteria for confidentiality shall remain confidential.

6. Sub-Committees

- 6.1 If an exceptional situation arises, the College Board may propose the creation of permanent or time-bound sub-committees
- 6.2 The proposed creation of any such sub-committees shall be subject to approval by NCG Corporation.

3 March 2017

Kim Webber
Chief Executive
West Lancashire District Council
52 Derby Street
Ormskirk
L39 2DF

RECEIVED

06 MAR 2017

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CHIEF EXECUTIVE
JOE DOCHERTY

Dear Kim

We would like to invite you to join the West Lancashire College Board. This has recently been established to provide local accountability, particularly in relation to responsiveness to stakeholders, quality of the provision and compliance with NCG policy. Terms of reference are enclosed.

The College Board would benefit from the support of someone with your skills and local knowledge.

We understand that, whilst we are seeking to appoint you as an individual rather than as a representative, your appointment would be subject to approval by West Lancashire District Council. Please seek this approval.

We also have to seek formal approval for your appointment from NCG Corporation and aim to do this at the next meeting on 7 March.

Mark Sacco, Clerk to NCG Corporation will contact you separately to request a declaration of your interests and eligibility. Please also advise Mark whether West Lancashire District Council approve your appointment. His contact details are below.

I very much hope that you are able to join us.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jamie Martin', written over a large, light-colored scribble.

Jamie Martin
Chair of NCG Corporation

Mark Sacco
Direct dial: 0191 200 4300
Email: mark.sacco@ncgrp.co.uk

