

WEST LANCASHIRE DISTRICT COUNCIL CORPORATE PERFORMANCE PLAN 2008/9



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Foreword by the Leader of the Council and the Chief Executive

We are pleased to present the West Lancashire District Council's Performance Plan. The report looks back at what was achieved during the 2007/8 financial year and forward to what we plan to deliver over 2008/9. It sets out our priorities, which we will take forward having listened to the views of local people, businesses and partner organisations. The work of the Council is guided by our vision: *'Putting customer services first and building communities second to none'*.

Our emphasis in 2008/9 will be on continuing to improve the quality of the services we deliver to our customers whilst keeping costs as low as possible. Our continuing progress was recognised in July 2007 when the Council received an 'Excellent' rating following the detailed 'Comprehensive Performance Assessment' conducted by the Audit Commission, an independent body whose role is to examine performance and ensure that public money is well spent on local services. The Comprehensive Performance Assessment examined how well the Council engages with and leads its communities, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities.

The result places us amongst the very best District Councils in the country we are proud that it recognises the achievements of everyone working on behalf of the communities in West Lancashire.



Insert Facsimile of
Signature

Cllr. Ian Grant
Leader of the Council



William J Taylor
Chief Executive

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Our Vision

Putting CUSTOMER SERVICES FIRST - building a community second to none



As an excellent Council our aim is to strive for even further improvement to deliver the excellent services West Lancashire deserves.

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Our 6 Priorities

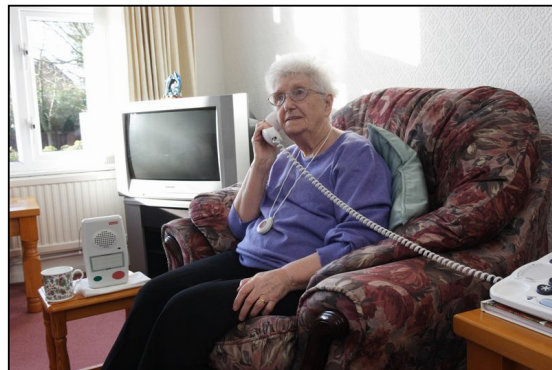
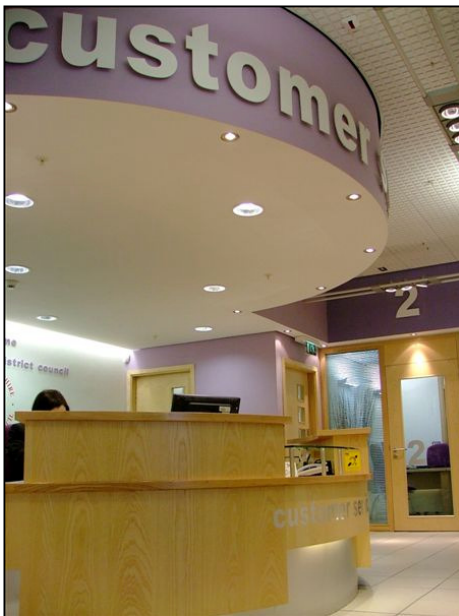
-  Protecting and improving street scene and the environment
-  Combating crime and the fear of crime
-  Working to create and retain good quality jobs for local people.
-  Improving housing and ensuring that there is affordable housing available for local people.
-  Delivering cost effective services that delight the customer and are accessible to all
-  Providing opportunities for leisure and culture that contribute to healthier communities.



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Our Values...

Are at the heart of the way we will deliver; by being an ambitious organisation which.....



- ▶ Puts customers and frontline services first
- ▶ Listens to, informs and consults local people
- ▶ Is open and accountable in the way we make decisions
- ▶ Embraces innovation and partnership as a way of bringing about step change improvement in our services
- ▶ Promotes equality of opportunity and values the diversity of our communities
- ▶ Values and develops our employees
- ▶ Ensures local services offer the best possible value

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Our Priorities and the ‘Sustainable Community Strategy’

With a vision of *‘Improving the Quality of Life for All’* the West Lancashire Local Strategic Partnership (LSP) has developed the ‘Sustainable Community Strategy’ (SCS) setting out the issues facing the area and our plans to improve the quality of life in West Lancashire. The LSP consists of all the key Public Organisations delivering local services, including Police and Health agencies as well as the Voluntary Sector and Business Community.

The Council is also a partner in the Lancashire wide Strategic Partnership, which has agreed a set of priorities at a countywide level. From 2008, through the LSP, the Council and it’s partners will work toward the new ‘Local Area Agreement’ signed off with Government to deliver wider objectives across Lancashire.

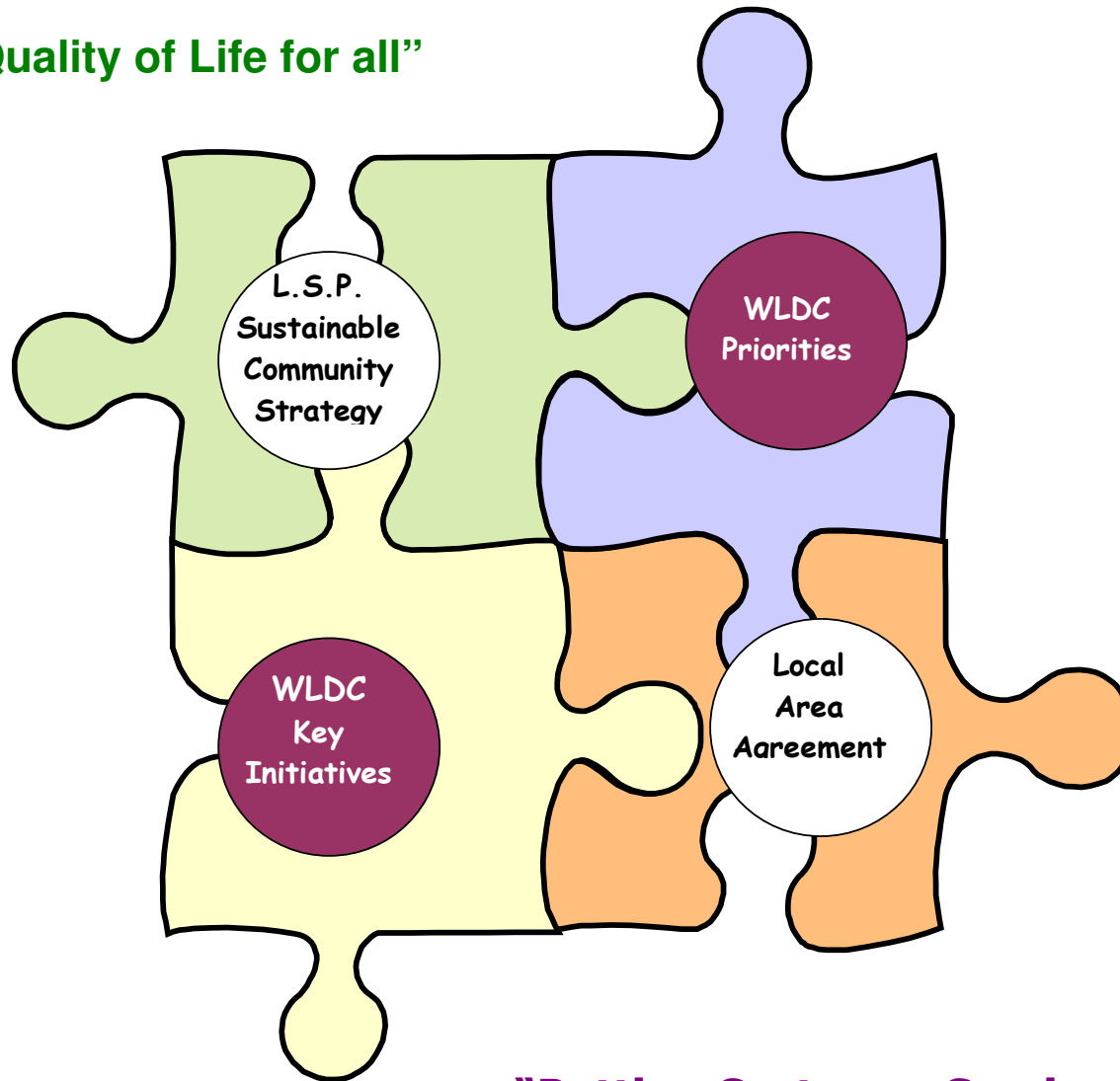
These strategies fit together to shape the work of all the agencies involved and the Council is at the heart of the drive to engage and deliver for our communities.



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LSP Vision

“Improving Quality of Life for all”



“Putting Customer Services First - Building a Community Second to None”

WLDC Vision

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Leading Our Services - Portfolio Holders

Some Councillors have special areas of responsibility - these positions are known as Portfolios. Together with the Leader of the Council, the Portfolio Holders make up the Cabinet, which is the Executive Body determining particular areas of policy.

Corporate & Strategic Issues

Community Leadership & Engagement
External Liaison

Customer & Media Relations

**Councillor
Ian Grant
Leader**

A portrait photograph of Councillor Ian Grant, a middle-aged man with short brown hair, wearing a dark suit jacket, a white shirt, and a patterned tie. He is smiling slightly and looking directly at the camera against a plain grey background.

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Leading Our Services - Portfolio Holders:

**Councillor
Iain
Ashcroft**



**Human
Resources**

**Councillor
Adrian
Owens
Deputy
Leader**



**Regeneration
and
Estates**

**Councillor
Geoff
Hammond**



**Community
Services
and Health**

**Councillor
Martin
Forshaw**



**Planning and
Transportation**

**Councillor
Paul
Greenall**



**Street Scene
Management**

**Councillor
Val
Hopley**



Housing

**Councillor
David
Westley**



**Finance &
Performance
Management**

Protecting and improving street scene and the environment

The Council is responsible For:

- ▶ Household waste collection for 47,221 properties.
- ▶ Green garden waste collection service to all Garden properties.
- ▶ Recycling & kerbside collection of Plastic, Cans, Glass, Paper, Cardboard and Textiles.
- ▶ Collection of bulky household waste.
- ▶ Commercial waste collection
- ▶ 24 static recycling points
- ▶ Maintaining grounds, roadside verges, trees
- ▶ Disposal of fly tips
- ▶ Cleaning 3 million metres of roadways and 3.5 million square metres of 'soft' landscaping.



- ▶ Emptying over 700 litter bins and over 260 dog bins.
- ▶ Maintaining the Council's vehicle fleet
- ▶ Responding to customer service requests
- ▶ Monitoring & Managing the cleanliness of our streets

Did You Know...

- ▶ Over 2007/08 we beat our target to deal with every reported fly tipping within 1.4 days and we've reduced fly tipping incidents by 34% (from 2519 to 1674)
- ▶ Our new appointment system to collect bulky household waste has dramatically reduced waiting time for service and now gives customers the convenience of a set appointment
- ▶ We beat our target reducing 'missed collections' to less than one in a thousand. We want to improve on this over the next year.
- ▶ Over 2008/09 we will look at our routes and vehicle fleet. We want to raise fuel efficiency by 10% and reduce carbon emissions
- ▶ 'Street Scene' staff also work to change views about litter. Over 2007/08 they visited 15 schools making presentations to 670 pupils.
- ▶ Over 2007/08 Council Officers dealt with over 270 stray dogs. Now we monitor street cleanliness across the whole district so we can target problem areas.
- ▶ Waste recycling performance by the Council was better than ever over 2007/08 and we were short listed for the national 'lets recycle.com' awards.
- ▶ In just 12 months we recycled 1,384 tonnes of plastic bottles & cans.

*We are proud of the
service by All our
Staff!*

 Protecting and improving street scene and the environment

Key Initiative

- ▶ Over 2008 we are going to review waste and recycling service delivery to look for improved working methods, increased productivity and reduced our use of fuel



*Achieving Our
Priorities in 2008/9*

Key Targets

- ▶ Increase recycling to 50% of waste by 2010
- ▶ Continue in the top quarter of similar Councils for recycling over 2008/09
- ▶ Decrease the % of land with deposits of litter to 9% by 2010
- ▶ Be in the top quarter of similar Councils for street Cleansing by March 2009
- ▶ Reduce our service costs to the national average - or close to it
- ▶ Be amongst the top District Councils in the country for Public Satisfaction with street cleanliness

Neighbourhood Management



Over 2007/08 The Council continued to support the Neighbourhood Management 'Safe & Secure Communities' Board in Skelmersdale:

Seven Community Representatives and Five Elected Members make up the Safe Secure Communities Board, which works through the Local Strategic Partnership.

Supported by the Neighbourhood Management Office It's funded over four years through Grants to regenerate areas of Digmoor, Moorside and Tanhouse.

Over 2007/09 more than £1.5m of this money was spent on special projects.....



Empowering Local People

£14,000 to Small Voluntary Grants
Community Ice Rink
'Working Wonders' Project - Improving Skills Locally

Reducing Crime

Extra CCTV cameras,
Security for Homes
Extra Police and PCSO Patrols

Supporting Children & Young People

Emergency Service Cadets,
Family Project
Digmoor Cyber-Club, Street Sport,
Youth Workers, £249,000 Community Centre
Improvements, Play Equipment

Improving the Physical Environment

Banksburn Community Garden, Hillside Playing Fields, Community Allotment,
Environment Projects, Digmoor Outdoor Football Pitch, Linear Park,
Tanhouse 'gateways' improvements, Fitstop' Outdoor Gym
Equipment,
Blakehall - 50 old lock-up garages revitalised

Combating Crime and the Fear of Crime

Did You Know...



- ▶ Since 2006 The Council has been funding 8 extra Police Community Support Officers. Over 2007/08 these officers patrolled in areas selected by the Council with Lancashire Constabulary
- ▶ The Council funds 59 street CCTV Cameras linked to our 24/7 monitoring centre. Over 2007/08 we added 5 new cameras and next year we will add 9 more
- ▶ Over 2007/08 we set ourselves a tougher target for reducing Criminal Damage in West Lancashire and we beat it.
- ▶ Damage incidents reduced 23% in 2007/8 and we will do even better next year
- ▶ Over 2007/08 the Crime and Disorder reduction Partnership commissioned a special study on Alcohol and Young People and we will be doing more on Alcohol Harm Reduction working with the Police and the PCT
- ▶ We now have two business watch schemes; in Skelmersdale and Burscough

Combating Crime and the Fear of Crime

Key Initiatives

- ▶ Deliver the Crime & Disorder Reduction strategy with our partners
- ▶ We will lead on the Strategic Crime Reduction Board

Achieving Our Priorities in 2008/9

Key Targets

- ▶ Reduce the number of crimes per 1,000 population to 65 (in 2008/9) and sustain this performance
- ▶ Ensure that we maintain a minimum of 78% of people who feel West Lancashire is a safe and secure place to live



CCTV INCIDENT

Time: 21.00hrs Date: 28/04/2008
Incident: Two men caught on CCTV deliberately causing damage to illuminated shop signs in Ormskirk Town Centre.
Result: Immediate Police response. Offenders arrested at Scene.

 Working to create and retain good quality jobs for local people.

- ▶ Over 2007/08 the target was 400 new jobs in West Lancashire but through the 'Inspire' & 'Enterprise in West Lancashire' Projects we achieved 543
- ▶ We manage the West Lancashire "Investing in Business" Regeneration Programme on behalf of the LSP encouraging applications for funding supplied by the Northwest Regional Development Agency (NWDA). Over 2007/08 the LSP (and NWDA) approved 4 applications, which were allocated a total of £1,634,818 from the £8M NWDA funding available to the Programme during its lifetime.
- ▶ We also work hard looking ahead to prepare so we get the best from sources of investment. Next year we expect to spend over £245,000 on support for businesses
- ▶ Over 2007/08 We helped 401 local businesses with advice and networking and responded to 356 enquires about land sites in West Lancashire.



Many of these projects operate through the Local Strategic Partnership, which oversees, approves and directs the allocation of grant funding across West Lancashire



Working to create and retain good quality jobs for local people.

*Achieving Our
Priorities 2008/9*

Key Initiatives

- ▶ Implementing the 'Vision for Skelmersdale' Plan
- ▶ Year 6 of the Investing in Business Programme

Key Target

- ▶ Help to reduce unemployment from 2.7% (in 2006/7) to below the national average by March 2009





Improving housing and ensuring that there is affordable housing available for local people.

Did You Know...

- ▶ Over 2007/08 our average time completing (non-urgent) housing repairs was 13 days and 97% were done within target time.
- ▶ In our last tenants survey 80% of tenants were happy with West Lancashire District Council as a landlord and 78% happy with their area as a place to live.
- ▶ We're pleased with our new Service Points; In 2007/08 88% of Customers said they found them helpful
- ▶ Over 2007/08 our rent collection level was 98.6%
- ▶ Over 2007/08 we spent £1.1 Million on 188 improvement grants for the homes of vulnerable people
- ▶ We've reduced the number of temporarily empty Council properties to 46 - Back in 2003 there were 250 !
- ▶ During 2007/8 We reduced energy consumption by 4.2% - Beating our target
- ▶ Over 2008/09 we are introducing 24/7 online repairs reporting and customers will be able to report repairs by calling the council's main number
- ▶ Over 2008/09 we will invest £5.5 Million in housing stock improvements

 Improving housing and ensuring that there is affordable housing available for local people.

Key Initiatives

- ▶ Affordable Housing Strategy
- ▶ Sustainable Housing Regeneration in Skelmersdale:
- ▶ Commencing Tanhouse Estate Regeneration Pilot Scheme by 2009

*Achieving Our
Priorities 2008/9*

Key Targets

- ▶ Reduce the % of Council homes classified as 'non-decent' (Under Government definition) from 14.97% in April 2006 to Zero by 2010 and maintain Government Target levels for the future
- ▶ Ensure that 30% of homes allowed in Ormskirk/Aughton and Burscough are subsidised low cost and Registered Social Landlord (Housing Association) homes - in line with the local plan.





Delivering cost effective services that delight the customer and are accessible to all

- ▶ The Council is a major employer, amongst the top five in the area and the Majority of our staff live in West Lancashire District
- ▶ In June 2007 we won the '4-Ps' Efficiency award for our continuing programme of 'organisational re-engineering' Over several years we have now saved £1.1m in cash & efficiency gains
- ▶ Our telephone contact centre is a first point of call for around 70% of enquiries and 107 different services are now offered. We are proud that during the last year our caller satisfaction rating was 98%
- ▶ During 2007 'on-line' Planning Permission Applications went live on our web-site

Did You Know...

- ▶ Our Website was already judged the best in the country and in March we launched an improved version. Already 90% of applications for jobs with the council are completed online.
- ▶ To improve efficiency & effectiveness we have joint working partnership agreements with 19 parish councils across the District
- ▶ Nearly 7,000 people in and around West Lancashire use the 24/7 'lifeline' service, which answers calls in 60 seconds.
- ▶ We carried out an equal pay audit last year and by mid 2008 we will have completed a modernising review of every post within the council looking at pay and conditions of service.



Delivering cost effective services that delight the customer and are accessible to all

Key Initiatives

- ▶ Investigate shared services initiatives with other Councils, Public and Private Sector Partners.
- ▶ Deliver an Updated Customer Relations & Access Strategy - Including integrated service access approaches
- ▶ New Council Offices within a package of mixed development by 2009/10
- ▶ Rolling programme of Value For Money and 'Organisational Re-engineering' reviews of Council services
- ▶ Improve accountability and transparency of work undertaken





Delivering cost effective services that delight the customer and are accessible to all

*Achieving Our
Priorities 2008/9*

Key Targets

- ▶ Year on year affordable Council Tax rises, in line with inflation and with targeted investment in key corporate priorities
- ▶ Top quarter (against all councils) performance of 60% residents satisfaction with the overall service provided by the Council
- ▶ Reduce staff sickness from 10.76 days (in 2006/7) to 8.29 days by March 2010 and maintain this top quarter
- ▶ Achieve annual cash savings of 3% in line with Government Targets
- ▶ Increase the % of Customers who normally contact the council via the website to 30% by March 2009

Did You Know...

In 2004/5 only 6.1% of people contacting the Council did so via the website - Now it's 24%

In 2007/8 there were 1.3 Million visits to our Website





Providing opportunities for leisure and culture that contribute to healthier communities.

Did You Know...

- ▶ In 2007 Beacon Country Park received the prestigious Green Flag award
 - ▶ Joining our existing Countryside Rangers, West Lancashire's first Urban Park Ranger was employed in 2007 to promote outreach, community activities and events.
 - ▶ In 2007 we opened the new Sports Pavilion at Liverpool Road Playing Fields Skelmersdale. It's home to 80 teams of the Junior Football League and was jointly funded by WLDC and The Football Foundation.
 - ▶ In 2007 we opened Hunters Hill Nature reserve in Hilldale on land acquired and improved entirely
- ▶ Over the next year there will be programme of music events in Coronation Park and it will become a 'Wi-Fi' enabled area.
 - ▶ In partnership with the Parish Council Richmond Park in Burscough investment of £100,000 for improvements to the Pavilion and Landscaping is scheduled over



 Providing opportunities for leisure and culture that contribute to healthier communities.

*Achieving Our
Priorities 2008/9*

Key Initiatives

- ▶ Continue refurbishment of our formal parks
- ▶ Feasibility Consideration of a Visitor's centre at Beacon Country Park

Key Targets

- ▶ Increase satisfaction with Sports & Leisure facilities from 55% (in 2006/7) aiming to exceed national average levels by March 2010
- ▶ Increase satisfaction with parks and open spaces from 62% (in 2006/7) aiming to be in the top quarter of Councils by March 2010
- ▶ By March 2009 Increase the % of playgrounds meeting our local policy from 18.64% (in 2006/7) to 38.78% (19 out of 49)



The Local Area Agreement



- ▶ A local area agreement (LAA) is a three-year agreement between a local area and central government. The LAA describes how local priorities will be met by delivering local solutions. It also contributes to national priorities set out by the Government.
- ▶ In Lancashire the LAA is negotiated between the Lancashire wide Strategic Partnership and the regional Government Office (GO). The Lancashire Strategic Partnership has produced the 'Ambition Lancashire' community strategy.
- ▶ The Council is a partner in the Lancashire wide Strategic Partnership
- ▶ In addition to our own targets to drive our performance over the next 1 to 3 years we have agreed to support and contribute to a number of the 34 targets and indicators under the LAA.

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Further Information

The links on this page will take you to tables and charts showing more information in detail:



Performance against all our Targets and Indicators for 2007/08 [[hyperlink](#)]



'Workforce Matters' Statement [[hyperlink](#)]



New National Indicators [[hyperlink](#)]

The information provided in this document and those above is produced in accordance with the Council's Data Quality Strategy (DQS).

The DQS is designed to produce accurate, valid, reliable, timely, relevant and complete data that is 'right first time' and can be used to support corporate governance and achieve our vision of **'putting customer services first and building communities second to none'**