

# WEST LANCASHIRE BOROUGH COUNCIL CORPORATE PERFORMANCE PLAN 2009/10



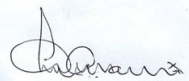
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# Foreword by the Leader of the Council and the Chief Executive

We are pleased to present West Lancashire Borough Council's Corporate Performance Plan. The report looks back at what was achieved during the 2008/9 financial year and forward to what we plan to deliver over 2009/10. 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 services first -building a Borough second to none'*.



Cllr. Ian Grant  
Leader of the Council

Performance has continued to be strong over the last 12 months, particularly as it is set against a backdrop of rapidly diminishing resources. Despite receiving the minimum settlement from the Government this year, we have only increased Council Tax by 2%, (far below the national average). The major challenge for the Council over the next 12 months will be to ensure that we can continue to keep costs to a minimum in the long-term. Undertaking an Organisational Downsizing Initiative, we will continue to provide value for money - delivering high quality services that are most important to West Lancashire.



William J Taylor  
Chief Executive



# Our Vision

Putting SERVICES FIRST -  
building a Borough second to  
none



*As an excellent Council our aim  
is to make the best use of  
resources to deliver the best  
possible services at the lowest  
possible cost.*

## Our 6 Priorities:

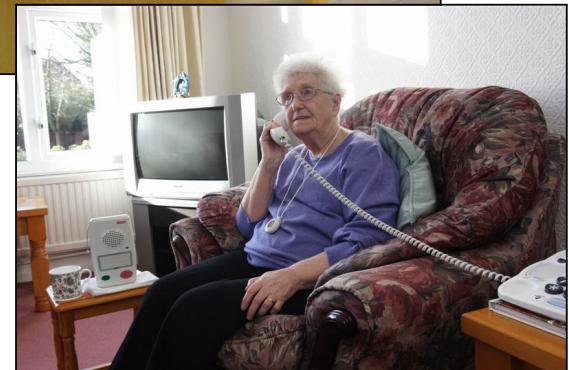
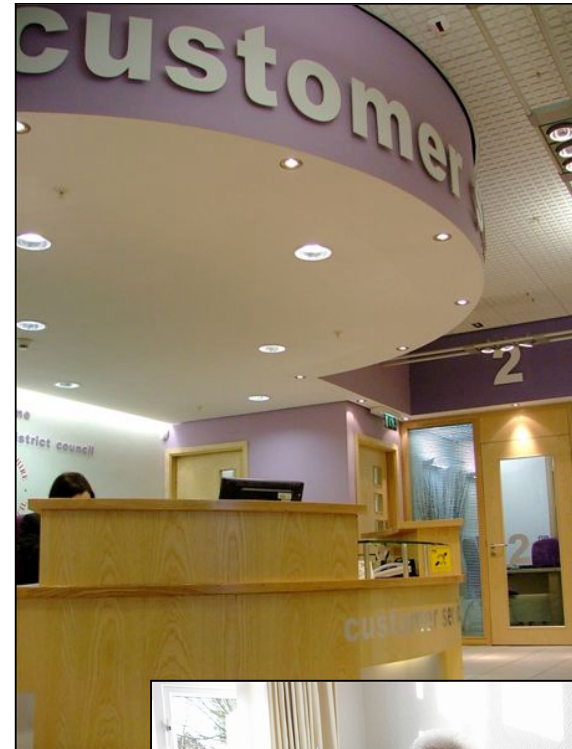
- ▶ Delivering cost effective services that are accessible to all
- ▶ Protecting and improving the environment and keeping our streets clean and tidy
- ▶ Combating crime and the fear of crime
- ▶ Working to create and retain good quality jobs for local people
- ▶ Improving housing and striving to achieve affordable housing that is available for local people
- ▶ Providing opportunities for leisure and culture that together with other council services contribute to healthier communities.



## Our Values

We will deliver this by being an ambitious organisation which:

- ▬ Puts residents and frontline services first
- ▬ Ensures local services offer the best possible value
- ▬ 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 improvement in our services
- ▬ Promotes equality of opportunity and values the diversity of our communities
- ▬ Values and develops our employees



## Our Priorities and the Sustainable Community Strategy

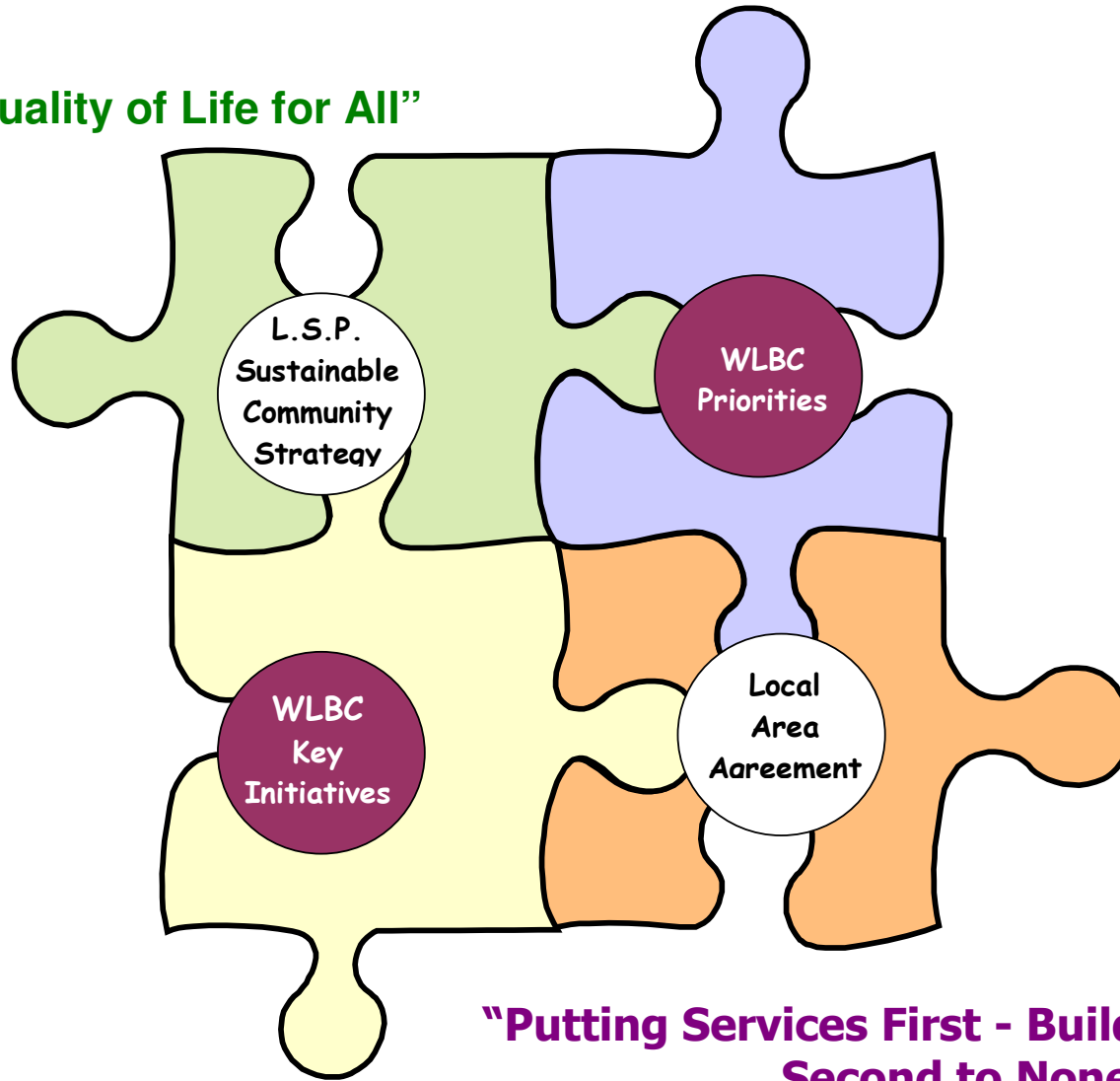
With a vision of *'Improving the Quality of Life for All'*, West Lancashire Local Strategic Partnership (LSP) has developed the 'Sustainable Community Strategy' (SCS), setting out the issues facing the area and its plans to improve the quality of life in West Lancashire. The LSP consists of all the key public organisations delivering local services, including the Borough and County Councils, Police and health agencies as well as the voluntary sector and business community. As a Council, we have aligned our own strategic aims to those of the SCS. Executive Cabinet Members play key roles in the LSP, further ensuring that the work of the Council and the work of the LSP are complementary. The Borough Council is also a partner in the Lancashire-wide Strategic Partnership, which has agreed a set of priorities for the County. The work of the LSP is geared towards delivering both the aims of the SCS and the 'Lancashire Local Area Agreement'. 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.





*LSP Vision*

**“Improving Quality of Life for All”**



**“Putting Services First - Building a Borough  
Second to None”**

*WLBC Vision*

# 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, white shirt, and patterned tie. He is smiling slightly and looking directly at the camera. The background is a plain, light-colored wall.

# Leading Our Services - Portfolio Holders:

**Councillor  
Iain  
Ashcroft**



**Human  
Resources**

**Councillor  
Adrian  
Owens  
Deputy  
Leader**



**Regeneration  
and  
Estates**

**Councillor  
Andrew  
Fowler**



**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**

# Delivering Cost Effective Services that are Accessible to All

## Why is this a Priority?

- Providing efficient, effective and accessible services has been at the heart of our priorities since 2002. This goal must be the driver for any provider of public services.
- This is a view echoed by residents. In 2008/9, 95.8% of respondents to a People's Panel Survey felt that delivering cost effective services that are accessible to all is a 'very' or 'fairly' important priority;
- In a recent People's Panel Survey, more than half of respondents (53.3%) felt that services should be maintained at their current level and Council Tax should be increased in line with inflation.
- In order to achieve this, providing highest quality services at the most affordable prices to all people in West Lancashire must remain a priority for this Council in 2009/10. Clearly in the current economic climate, local people and businesses face increased financial pressures.
- The Council is committed to keeping Council Tax rises as affordable as possible whilst providing the best possible public services.

## Did You Know?

- Council Tax increases have been kept at or below inflation for six years running;
- At just 2%, our Council Tax increase for 2009/10 is well below the national average of 3.5%;
- We have saved £2.5m over the last 3 years by identifying efficiencies whilst improving many services;
- Our services are also more accessible than ever as:
  - 110 services can now be provided through the front office;
  - Over 85% of telephone calls are answered through our Contact Centre;
  - The % of people who normally contact the council via the website increased from 24.1% in 07/08 to 32.5% in 08/09;
  - The number of online payments made in 2008/9 increased by 80%; and
  - The use of online forms in 2008/9 increased by 40%.
- Our website was judged to be the best in Lancashire and 12<sup>th</sup> best in the country by SOCITM;
- The Council was judged to be one of the top three in the country in the LGC Awards.

# Delivering Cost Effective Services that are Accessible to All

## Our Key Targets

In 2009/10, we aim to:

- Further improve the efficiency and effectiveness of services;
- Achieve year-on-year affordable Council Tax rises, in line with inflation, and with targeted investment in key corporate priorities.



- Achieve an improvement in the satisfaction of residents with the overall service provided by the Council (as measured through the Place survey);
- Reduce staff sickness;
- Seek to achieve annual cash savings in line with government targets;
- Increase the proportion of people who transact business with the Council via the website;
- Maximise the level of income due to the authority.



# Delivering Cost Effective Services that are Accessible to All

## Our Key Initiatives

We will work towards achieving our goals in 2009/10 by:

- Pursuing a range of efficiency and cost cutting measures, including a managed reduction in staffing levels;
- Investigating a range of shared service initiatives with other Councils and partners in the public and private sector;
- Commencing to deliver the Customer Relations and Access Strategy, including the development of integrated approaches to service access with public sector partners;
- Delivering a rolling programme of Value for Money and Organisational re-Engineering reviews of the Council's services.



- Improving the quality and accessibility of accommodation which customers use, including the provision of new Council offices within a package of mixed development by 2011;
- Further improving accountability and transparency of work undertaken in partnership with other bodies.

# Protecting and Improving the Environment and Keeping Our Streets Clean and Tidy

## Why is this a Priority?

- Protecting and improving our environment has remained a long-term goal for the Council since 2001;
- In 2008, collection of household waste and materials for recycling was seen by residents to be the third most important service into which we should invest more money (Peoples Panel Survey 14);
- In 2006/7, whilst 68% of residents were satisfied with their household waste collection, this was significantly lower than the District Council median of 81%;
- The same survey showed that 67% of residents were satisfied with street cleanliness in their area. In 2008/9, this has fallen to 59.2%, despite having smashed our targets;
- Our People's Panel survey taken early in 2009 showed that 98.4% of residents felt that protecting the environment and keeping our streets clean and tidy was a 'very' or 'fairly' important- more than any other priority.

## Did You Know?

- We have exceeded our target to increase recycling/composting to 45% this year and are on track to achieve our target of 50% by March 2010;
- We have smashed our environmental cleanliness targets, ensuring exceptionally low levels of litter, detritus, graffiti and fly-posting on our streets;
- In October, we launched a New Free Tree Scheme to boost the Borough's natural beauty, attract wildlife and improve the environment;
- In June 2008 the Council pledged to take action to tackle climate change by signing up to the Nottingham Declaration. Over the next 2 years, this commits the Council to draw up plans with partner organisations and the local community to address the causes and effects of climate change across West Lancashire;
- Major improvements to Burscough Town Centre have been 'highly commended' by the Landscape Institute;
- We are partners in the Lancashire Climate Change Strategy 2009-2020.

# Protecting and Improving the Environment and Keeping our Streets Clean and Tidy

## Our Key Targets

In 2009/10, we aim to:

- Increase recycling/composting to 50% by March 2010;
- Decrease the proportion of land with significant deposits of litter and detritus;
- Increase public satisfaction with street cleanliness.



## Our Key Initiatives

We will work towards achieving our goals in 2009/10 by:

- Review service delivery across waste and recycling, looking for improved working methods and ways of increasing productivity while driving down fuel usage.



# Combating Crime and the Fear of Crime

## Why is this a Priority?

- Combating crime and the fear of crime has remained one of the Council's key long-term aims since 2001;
- This issue has been a key concern for the people of West Lancashire for a number of years and a People's Panel Survey undertaken earlier this year showed that 95% of respondents felt that combating crime and fear of crime remained a 'very' or 'fairly' important priority;
- In 2008, 84.3% of respondents to a People's Panel Survey agreed or strongly agreed that by investing in community safety, the Council was contributing to the quality of life in West Lancashire;
- The same survey showed that more residents felt that the Council should increase spending on community safety than in any other service area (36.9%).

## Did You Know?

- Our Community Safety Partnership, of which the Council is the lead agency, exceeded the Government's main crime reduction target, PSA 1 with a 23.1% reduction in top priority crimes;
- More people than ever (81.7%) feel that West Lancashire is a safe and secure place to live;
- For the second year running, the Council and partner agencies including the Police and Fire and Rescue got together with the community to facilitate a number of targeted "beatsweeps" across Skelmersdale in order to make them safe, clean and green .
- A Face the People Event was held in March. This public meeting featured a specialist guest panel, including the Council Leader and chiefs from the Fire Service, Police, NHS and County Council. Over 150 people were in attendance at Edge Hill at a meeting which focused on dealing with alcohol abuse and its criminal effects.

# Combating Crime and the Fear of Crime

## Our Key Targets

In 2009/10, our aim is to:

- Assist in sustaining the number of crime incidents per 1,000 population below the regional average;
- Assist in maintaining a high proportion of people feeling that West Lancashire is a safe and secure place to live.



## Our Key Initiatives

In 2009/10, we hope to achieve this by:

- Delivering the Crime and Disorder Reduction Strategy in partnership with other organisations and agencies;
- Delivering the Domestic Violence Strategy in partnership with other organisations and agencies.

# Working to Create & Retain Good Quality Jobs for Local People.

## Why is this a Priority?

- A thriving economy is crucial to well-being. High levels of unemployment impact upon the wealth of residents and also on other issues such as health and crime.
- The Council recognises the important and potentially significant role that it can play in minimising the effects of the global and national economic situation locally.
- The percentage of the working population in West Lancashire claiming Job Seekers Allowance in March 2009 was 4.4%, which is above the national average.
- Our residents agree that working to create and retain good quality jobs for local people should be a focus of our work, as 93.3% of respondents to a recent People's Panel Survey felt that it is a 'very' or 'fairly' important priority.
- This has increased significantly from 89% in 2005, which is a reflection of the focus that the Council must place on working to create and retain good quality jobs for local people.

## Did You Know?

- We are providing local and potential businesses with as much support as possible in the current economic climate. Information and links are on our website, free workshops aimed at pre-start businesses are being run and 50% reductions in the first three months rent have been offered at the West Lancashire Investment Centre.
- We have been working hard with colleagues in Sefton, St Helens and Lancashire County councils to oppose plans for major retail development at Kirkby which could have a negative impact on the regeneration of Skelmersdale. We made a strong case at the Public Inquiry and await the Secretary of State's decision later this year.
- Improvements to Burscough Town Centre have received a 'Commendation' from the Royal Town Planning Institute in its planning achievement awards. These are presented to schemes seen to be exemplars of good practice.
- As part of the Market Towns Initiative, an Ormskirk Community Partnership has been set up and improvements made to the railway station and outdoor market.

# Working to Create & Retain Good Quality Jobs for Local People.

## Our Key Targets

In 2009/10, we aim to:

- Help to reduce unemployment to below the national average;
- Assist in the creation of new jobs;
- Assist in the provision of skills for the local workforce.

## Our Key Initiatives

In 2009/10, we hope to achieve this by:

- Commencing implementation of 'Vision for Skelmersdale' plan;
- Delivering Year 6 of the Investing in Business Programme.



# Improving Housing and Striving to Achieve Affordable Housing that is Available for Local People.

## Why is this a Priority?

- Improving housing and striving to achieve affordable housing that is available for local people remains a priority for 85.9% of our residents.
- In uncertain financial times, the availability of affordable housing is crucial in order to attract people to live in West Lancashire and to encourage those already living here to remain.
- The aim of providing affordable housing is shared by the Local Strategic Partnership. The Council recognises the significant role it can play in leading the LSP in its work to achieve this aim and has tailored work in this area to meet the objectives contained within the Sustainable Community Strategy.
- Affordable housing is also a target contained within the LAA. The Council is committed to contributing to achieving this Lancashire aim and has performed even better than our target for the number of affordable homes delivered in 2008/9.

## Did You Know?

- New shared ownership and rental properties are scheduled for completion in 2009 reflecting the Council's commitment to providing affordable housing for local people.
- The Council agreed a £5.7 million programme of improvements to houses and flats in all parts of the Borough as part of a long-term 10-year plan to invest in the housing stock. The programme of investment and maintenance includes adaptations for people with disabilities, and the installation of new kitchens and bathrooms as well as windows and doors.
- Major revamps are also taking place at sheltered housing in Skelmersdale and Up Holland.
- As a result of a Government funded initiative, we are working in partnership with Home Insulation Services Ltd and two domestic energy suppliers to provide home insulation work for local residents at a discount.

# Improving Housing and Striving to Achieve Affordable Housing that is Available for Local People

## Our Key Targets

In 2009/10, we aim to:

- Reduce the proportion of non-decent Council homes from 14.97% as at 1<sup>st</sup> April 2006, to Zero by December 2010;
- Assist in increasing the number of affordable homes delivered;
- Assist in increasing the proportion of private sector housing stock meeting the decent homes standard.



## Our Key Initiatives

In 2009/10, we hope to achieve this by:

- Delivering the Affordable Housing Strategy in partnership with others;
- Delivering the Private Sector Housing Strategy in partnership with others.



# Providing Opportunities for Leisure and Culture that, together with other Council Services, Contribute to Healthier Communities

## Why is this a Priority?

- Improving quality of life for all is the overall strategic vision and aim for the LSP. Improving health and well-being is at the core of this strategy. The Council recognises that the most significant contribution that it can make to this partnership goal is in the provision of opportunities for leisure and culture.
- Despite significant investment and improvement to our leisure facilities over recent years, satisfaction remains relatively low at 41.6% for sports and leisure facilities and 57.1% for parks and open spaces.
- A high proportion of respondents to a recent People's Panel Survey felt that this priority was 'very' or 'fairly' important (86.2%).
- The Council must therefore continue to prioritise providing opportunities for leisure and culture in order both to meet customer expectations and assist the LSP in achieving its overarching strategic aim.

## Did You Know?

- This year, the West Lancashire Community Leisure Trust celebrated its 4th anniversary. During these four years substantial investment has been made to improve facilities and services, at a reduced cost to the Council.
- Residents aged 60+ can now swim for free at Nye Bevan Pool and Park Pool.
- As part of our 'Play Project' new youth clubs have been set up in Scarisbrick, West Skelmersdale & Birch Green.
- Work has begun to enhance facilities at Richmond Park in Burscough. Benefits to the community will include new furniture, drainage works, CCCTV and new planting.
- Beacon Country Park has been awarded Green Flag Status for the second year running. Coronation Park also achieved this status - the highest standard for parks and green spaces- following significant investment at the site.
- The Chapel Gallery has recently been shortlisted for the title of "Small Visitor Attraction of the Year" in the Lancashire and Blackpool Tourism Awards 2009/10.

# Providing Opportunities for Leisure and Culture that, together with other Council Services, Contribute to Healthier Communities

## Our Key Targets

In 2009/10, our aim is to:

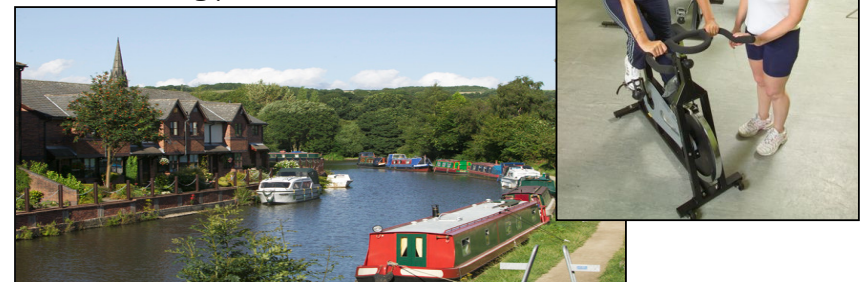
- Increase satisfaction with sports and leisure facilities;
- Increase satisfaction with parks and open spaces;
- Increase the number and proportion of playgrounds meeting our local policy;
- Carry out a food hygiene Inspection at all food businesses due to be inspected.



## Our Key Initiatives

We hope to achieve this in 2009/10 by:

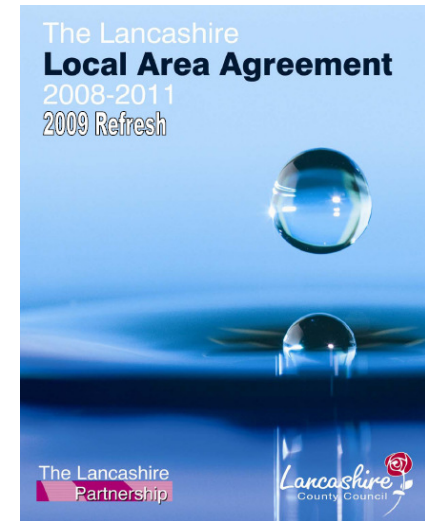
- Continue the refurbishment of our formal parks;
- Deliver the "Recipe 4 Health" Award Scheme for local food businesses;
- Help develop and implement the Local Strategic Partnership's Health Inequalities Strategy.





# 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 (GONW). The Lancashire Strategic Partnership has produced a Lancashire-wide Sustainable Community Strategy, entitled 'Ambition Lancashire'.
- ▶ The Borough 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 35 targets and indicators under the LAA.
- ▶ Our own priority setting and action planning processes are geared towards achieving the targets of the LAA, as are those of our own West Lancashire Local Strategic Partnership.



## Further Information

The following table, which is available on our website, shows our performance information in more detail: ( [www.westlancs.gov.uk](http://www.westlancs.gov.uk) )



Performance against all our Targets and Indicators for 2008/9

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 services first and building a Borough second to none'**

If you would like any more information about the Council's performance and priorities, or would like a copy of this document in an alternative format, please contact the Policy & Performance Unit, WLBC, 52 Derby Street, Ormskirk, L39 2DF. Alternatively, please call 01695 577177, or email [cath.mcnamara@westlancs.gov.uk](mailto:cath.mcnamara@westlancs.gov.uk).

## PERFORMANCE – KEY INITIATIVES 2008/09

Priority/Target	2008/09 Performance
<b>Protecting and Improving Street Scene and the Environment</b>	
Review service delivery across waste and recycling, looking for improved working methods and ways of increasing productivity while driving down fuel usage	<p>Progress has been made towards implementing a pilot scheme for commercial sector recycling with a questionnaire having been distributed to customers. The results, which will establish the level of demand for recycling and the material types, are currently being collated.</p> <p>Rounds have been rescheduled following the results of the WRAP/ROTATE report.</p> <p>Excellent progress has been made in terms of harmonising Grounds Maintenance and Street Scene services, with 4 new initiatives having been put in place.</p> <p>The possibility of recycling street sweepings has resulted in leaf fall being diverted from landfill to composting.</p>
<b>Combating Crime and the Fear of Crime</b>	
Deliver the Crime and Disorder Reduction Strategy in partnership with other organisations and agencies	<p>2 new ASBOs, 2 evictions, 3 injunctions and 21 notices seeking possession secured against anti-social behaviour in the district.</p> <p>Helped to secure £46k for arson reduction training. We also secured an additional £40k to upgrade and extend the CCTV system in Ormskirk.</p> <p>Supported establishment of Multi-Agency Risk Assessment Conference working arrangements to deal with domestic violence.</p> <p>The Council supported and endorsed the establishment of the new Community Justice Problem Solving Court for Skelmersdale – the first of its kind in Lancashire.</p> <p>All crime has been reduced by 0.5% and there has been a further reduction of 3% in criminal damage.</p>
Lead on the Strategic Crime Reduction Board	This Board has been replaced with a County-wide Safer Lancashire Board, which is a thematic group of the Lancashire Partnership. The Chief Executive (who also chairs the West Lancashire Crime and Disorder Reduction Partnership) and the Portfolio Holder are members of this new Board.
<b>Working to Create and Retain Good Quality Jobs for Local People</b>	
Commence implementation of 'Vision for Skelmersdale' Plan	This project has been delayed pending the outcome of the Kirkby enquiry and due to the economic recession.
Deliver Year 6 of the Investing in Business Programme	<p>Programme of high quality projects within the funded programmes has now been fully committed.</p> <p>Audit has been cleared and is up to date.</p> <p>Work being undertaken on a proposal to seek tenders for final evaluation of liB, exploring the possibility of working in partnership with other local authorities to undertake project and programme evaluations and deliver economies of scale.</p> <p>'Connecting People to Jobs' project funded which includes the appointment of a Skills and Worklessness Strategy Development Officer to work with the LSP's Employment, Learning and Skills thematic group to develop an action plan.</p> <p>EWL funded until September 2009.</p>

Priority/Target	2008/09 Performance
<b>Improving Housing and Ensuring that there is Affordable Housing Available for Local People</b>	
Deliver the Affordable Housing Strategy	<p>Affordable Housing Cabinet Panel established which will:</p> <ul style="list-style-type: none"> <li>• Drive forward the Council's work on developing affordable housing by ensuring that the local affordable housing policy is conducive to realising positive affordable housing outcomes</li> <li>• Ensure appropriate housing need and housing market information is available to support need for affordable housing interventions, including LDF policy formulation</li> <li>• Explore delivery mechanisms that will enable maximum benefit of Transitional Housing Capital Receipt (THCR) and any other funding that is levered in to West Lancashire</li> <li>• Commission appropriate research to further the affordable housing agenda</li> <li>• Use THCR to invest in appropriate affordable housing schemes.</li> </ul> <p>The work of the Panel will complement the aims and objectives of the Affordable Housing Strategy 2008 - 2013 and help shape our affordable housing policy so as to improve affordable housing outcomes.</p>
Deliver sustainable housing regeneration projects in Skelmersdale, commencing the Tanhouse Estate Regeneration Pilot Scheme by 2009	<p>A pilot scheme has been considered for the Tanhouse Estate. Nine acres of land has been identified that could be used for redevelopment purposes. The Council started a process whereby it engaged in dialogue with private developers to see if the value of the land could bring significant and lasting improvements to the area. Due to recent changes in the "market conditions" it was agreed to defer this project until conditions change and are favourable. It was also decided that the Affordable Housing Cabinet Panel would be best placed to now consider this as part of its remit and whether it would be beneficial to purchase land on the Tanhouse Estate to facilitate the pilot regeneration process.</p> <p>Additionally, the Council has approved the "Vision" for Skelmersdale Town Centre. Around 1,150 new homes are proposed in the town centre. These will be a mixture of houses and apartments and will include around 115 affordable homes, either for rent or purchase. All housing will need to be of the highest quality and design and will respect wooded areas, particularly in the river valley, and existing properties close by. The masterplan allocates open land alongside Yewdale for development and also shows the clearance and redevelopment of Firbeck for new homes which will have a high-quality design and layout.</p> <p>Redevelopment of Firbeck has been selected as the preferred option for a number of reasons including:</p> <ul style="list-style-type: none"> <li>• It allows the town centre area to be planned and redeveloped as a whole</li> <li>• The property at Firbeck is not well designed or well laid out and doesn't meet the standard of housing that residents have a right to expect.</li> </ul> <p>Redevelopment will enable better-quality housing, of a range of types, to be built. It will also enable existing residents to be offered a range of better relocation opportunities. The Council has visited all tenants homes in Firbeck and Findon to discuss people's individual needs, provided information about what will be offered if demolition does go ahead, and to carry out further consultation. The Council is proposing to work with the developer, St Modwen, to identify a range of sites in Skelmersdale, around the town centre, where new houses can be built to compensate for the homes lost at Firbeck and Findon if demolition goes ahead. These would then be offered to the displaced tenants.</p>

Priority/Target	2008/09 Performance
<b>Delivering Cost effective services that delight the customer and are accessible to all</b>	
Investigate a range of shared service initiatives with other Councils and partners in the public and private sector	Research was undertaken in 2008/9 on the costs and benefits of shared service approaches which have informed the Council's approach. Work continues on sharing best practice and exploring avenues of collaborative working. Using countywide arrangements for the place survey resulted in savings of £6k. Joint bids have been developed for team Lancashire funding to support shared service approach to off street car parking and CIVICA procurement. We have been working jointly within Team Lancashire to develop a shared services strategy and are considering other opportunities as and when available. Indication has been provided on preferred areas for initial exploration. Actively engaged in sharing Benefit Service and have joined LA Services Club to identify other relevant opportunities that may arise.
Publish and deliver an updated Customer Relations and Access Strategy, including the development of integrated approaches to service access with public sector partners	A report was agreed by Cabinet in September. Progress has been made on a number of the recommendations agreed. Future progress will be subject to resource availability.
Provide new Council offices within a package of mixed development by 2009/10	Planning application was submitted in January by Atkinson Kirkby for a joint site. Negotiations between Atkinson Kirkby and the Council continue. Some outline sketch plans have been produced. Occupation of new building anticipated during first half 2012.
Deliver a rolling programme of Value for Money and Organisational re-Engineering Reviews of the Council's services	Document Management OR Project completed August 2008. The Environmental Health and Private Sector Housing review started in November 2008 and is due to be completed by June 09. New VFM approach has been agreed and OR reviews are continuing to contribute to the Council's efficiency savings.
Improve accountability and transparency of work undertaken in partnership with other bodies	LSP Annual Conference took place 27 June 2008 at WLIC Meetings of Performance Management Group held July 2008, November 2008 and February 2009. New LSP Constitution agreed by LSP Executive Group 12 September 2008. Annual LAA Update went as Internal Overview and Scrutiny Members Update paper in November 2008. Thematic Group Minutes have been provided within Members' Updates. All minutes of LSP meetings are available through the LSP website.
<b>Providing Opportunities for Leisure and Culture</b>	
Continue refurbishment of our formal parks including consideration of the results of a feasibility study into a new visitors centre at Beacon Country park	An activity programme has been launched and a management plan implemented at Coronation Park. The park was awarded Green Flag Status. Work commenced towards meeting initial improvement targets at Richmond Park. Unfortunately a bid for external grant funding was unsuccessful. Discussions with lottery funding for a visitors' centre at Beacon Country Park are ongoing. A working group will be set up once the funding has been identified. The park has retained Green Flag Status.

## PERFORMANCE – PRIORITIES & KEY TARGETS 2008/09

Priority/Target	2008/09 Performance
<b>Protecting and Improving Street Scene and the Environment</b>	
Increase recycling/composting from 38% in 2006/07 to 50% by March 2010. Our ultimate aim is to be top quartile for recycling and composting in relation to our family group by March 2009	45.01%
Decrease the proportion of land with significant deposits of litter and detritus from 14% in 2006/7 to 9% by March 2010. Our goal is to be in the top quartile of Councils within our family group in terms of street cleansing by March 2009	9.99%
To be close to average in terms of the cost of these services by March 2009	As this is no longer collected as a BVPI, comparator information is not available.
Achieve 74% and be in the top quartile of Councils in terms of satisfaction with street cleanliness by March 2010	59.2%*
<b>Combating Crime and the Fear of Crime</b>	
Reduce the number of crime incidents per 1,000 population from 66 in 2006/7 to 65 in 2008/9, and in the longer term sustain this performance	59.9 achieved in 2008/9, performing even better than our target
Ensure that the percentage of people feeling that West Lancashire is a safe and secure place to live in maintained at a minimum of 78%	81.7%
<b>Working to Create and Retain Good Quality Jobs for Local People</b>	
Help to reduce unemployment from 2.7% in 2006/7 to below the national average by March 2009	No longer reporting this information. NI151 Overall Employment rate (working-age) will be reported in future. (currently 78.4%).
<b>Improving Housing and Striving to Achieve Affordable Housing that is Available for Local People</b>	
Reduce the proportion of non-decent Council homes from 14.97% as at 1 <sup>st</sup> April 2006, to zero by December 2010 and our aim is to maintain the Decent Homes Standard at Government target levels for the future	2.82%
Seek to ensure that at least 30% of homes allowed in Ormskirk/Aughton and Burscough to be subsidised low cost and RSL homes, in line with the Local Plan	3.45%

Priority/Target	2008/09 Performance
<b>Delivering cost-effective services that are accessible to all</b>	
Achieve year-on-year affordable Council Tax rises, in line with inflation, and with targeted investment in key corporate priorities	2% increase achieved
Achieve top quartile performance (60%) in relation to the satisfaction of residents with the overall service provided by the Council by 2010	To be reported next year.
Reduce staff sickness from 10.76 days per annum in 2006/7 to 8.29 days per annum (top quartile) by March 2010 and in the longer-term, maintain top quartile performance	11.16
Achieve annual cash savings of 3% in line with government targets	Government target of 2.5% achieved.
Increase the percentage of customers who normally contact the Council via the website to 30% by March 2009 (measured through the Citizen's Panel Survey. The percentage of people who normally contact the Council via the website in 2004/5 was 6.1%)	32.5%
<b>Providing Opportunities for Leisure and Culture that Together with Other Council Services Contribute to Healthier Communities</b>	
Increase satisfaction with sports and leisure facilities from 55%* in 2006/7, with the aim of being above average, achieving 65% by March 2010	41.6%*
Increase satisfaction with parks and open spaces from 62%* in 2006/7, with the aim of being top quartile, achieving 78% by March 2010	57.1%*
Increase the number and proportion of playgrounds meeting our local policy from 18.64% in 2006/7 (11 of 59) to 38.78 by March 2009 (19 of 49)	29.41%

\* Direct comparisons may not be made to previous years' results due to changes in the survey methodology.