

WEST LANCASHIRE BOROUGH COUNCIL CORPORATE PERFORMANCE PLAN 2010/11



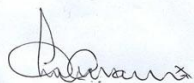
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Foreword by the Leader of the Council and the Chief Executive

We are pleased to present West Lancashire Borough Council's Corporate Performance Plan. The report looks back at what was achieved during the 2009/10 financial year and forward to what we plan to deliver over 2010/11. 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 frozen Council Tax at 2009/10 levels. 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. We will continue to explore efficiency initiatives 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



*Our aim is to make the best
use of resources to deliver
the best possible services.*

Our 6 Priorities:

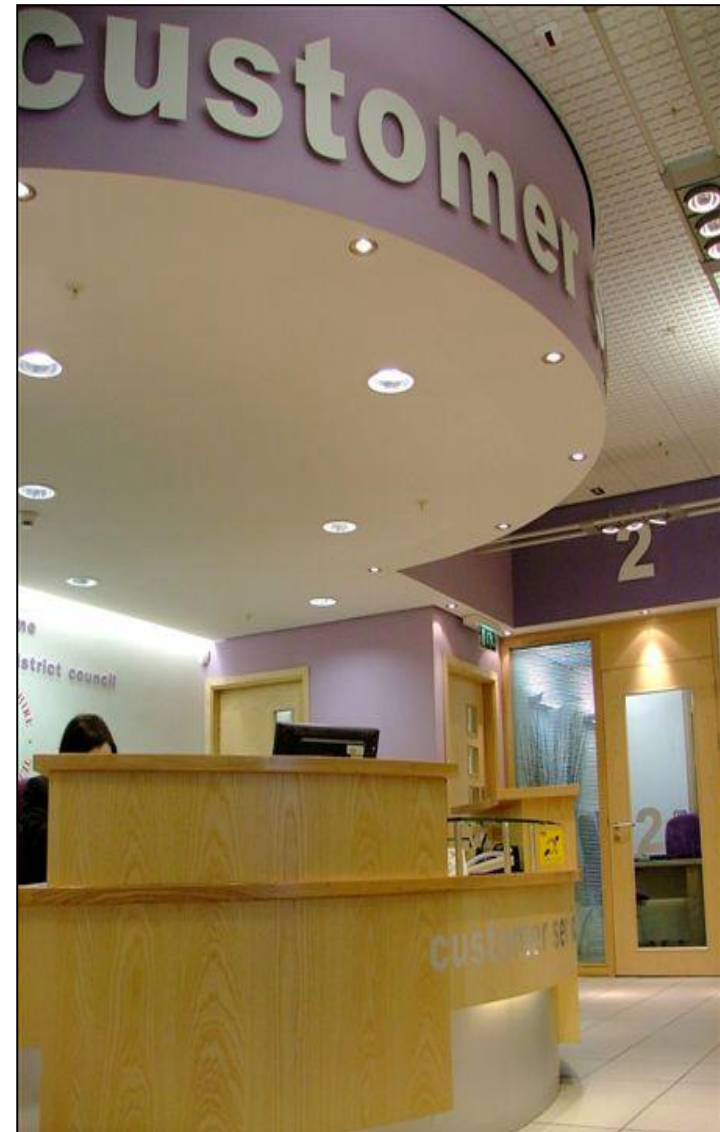
- ▶ Delivering cost effective services that are accessible to all
- ▶ Protecting and improving the environment and keeping our streets clean and tidy
- ▶ Combating crime and the fear of crime
- ▶ Working to create opportunities for and retain good quality jobs in particular for local people
- ▶ Improving 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 continuing to be an innovative organisation which:

- ▶ Puts residents and frontline services first
- ▶ Ensures local services offer the best possible value including embracing partnership as a way of securing greater value for money
- ▶ Provides leadership by listening to, informing and consulting local people
- ▶ Is open and accountable in the way we make decisions
- ▶ Promotes equality of opportunity and values the diversity of our communities
- ▶ Values and develops our employees



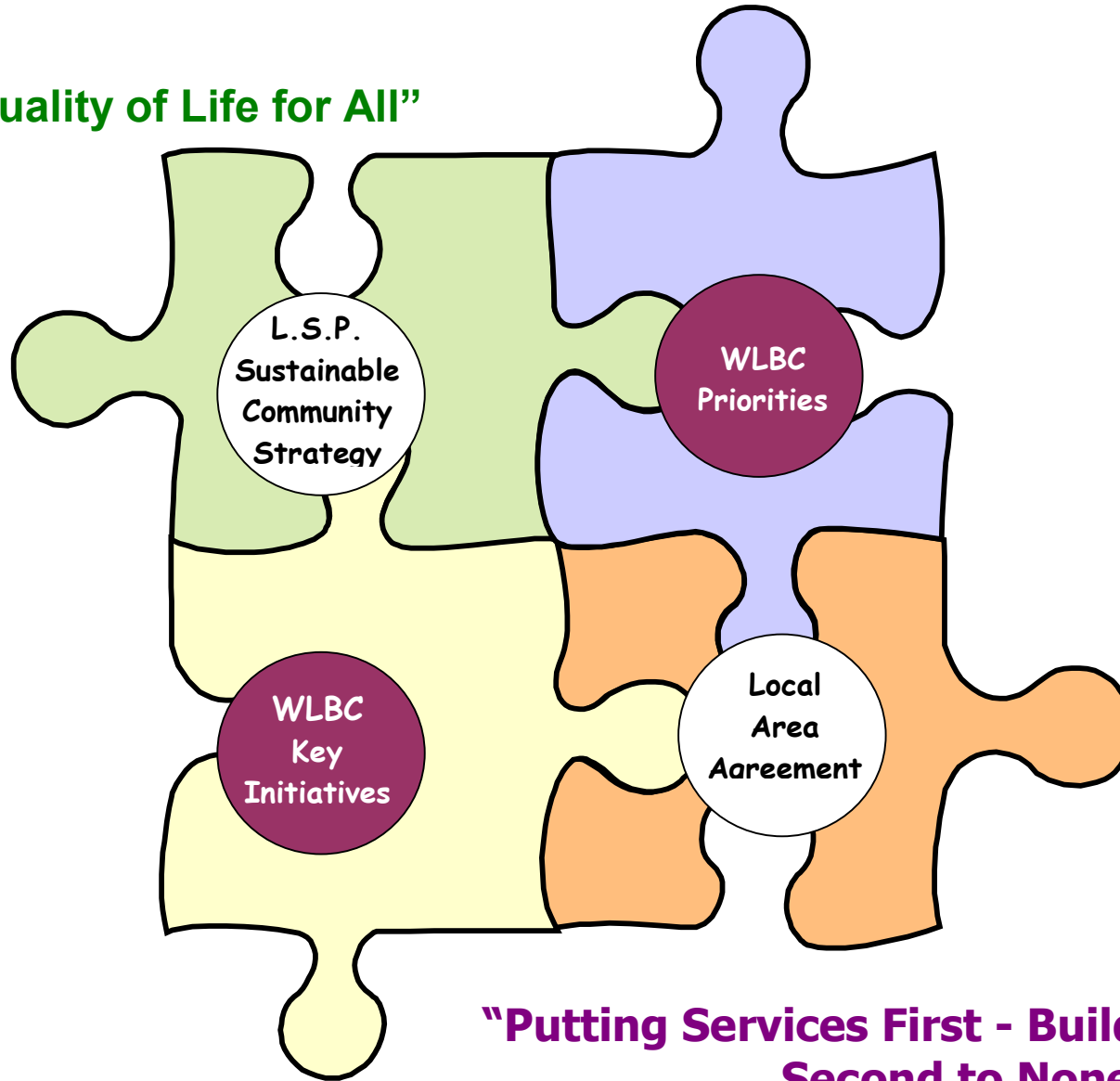
Our Priorities and the Sustainable Community Strategy

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**

**Councillor
Ian Grant
Leader**

**Community
Leadership &
Engagement
External Liaison**



**Customer &
Media Relations**

Leading Our Services - Portfolio Holders:

**Councillor
Iain
Ashcroft**



**Human
Resources
and
Partnership**

**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.
- The 2008 Place Survey showed a stronger sense that the Council provides value for money amongst West Lancashire residents (39.2%), than regionally and nationally (32.1% and 33.2% respectively);
- Satisfaction with the way the Council runs things is also considerably higher in West Lancashire (51.4%) than regionally (43%) or nationally (45.4%);
- However, delivering cost effective services remains a priority for residents. 95.8% of respondents to a People's Panel Survey felt that it was 'very' or 'fairly' important;
- The Autumn 2009 People's Panel Survey showed that 67.5% of respondents felt that services should be reduced slightly to keep Council Tax increases to a minimum.
- The Council is committed to keeping Council Tax rises as affordable as possible whilst providing the best possible public services.
- To achieve this, providing highest quality services at the most affordable prices to all people in West Lancashire remains a priority for this Council in 2010/11.

Did You Know?

- Council Tax paid to the Borough Council has been frozen with no increase in 2010/11 as we aim to help our customers through the recession.
- Responding to our customers' views, the Council has also frozen fees for car parking, bulky collections, pest control and many other services in 2010/11.
- The Council has been proactive in responding to, and preparing for, further cuts in public funding. We have completed a £1.75 million package of efficiency savings including a 10% reduction in the workforce.
- Nevertheless, services are more accessible than ever as:
 - 111 services can now be provided through the front office;
 - Over 92% of telephone calls are answered through our Contact Centre;
 - The number of unique visitors to the Council's website increased by more than 33% in 2009/10;
 - The number of online payments made in 2008/9 increased by 15%; and
 - Ours was judged to be the 9th best District Council website in the country by SOCITM.

Delivering Cost Effective Services that are Accessible to All

Our Key Objectives

In 2010/11, we aim to:

- Continually improve the efficiency and effectiveness of services, achieve annual savings and control and minimise levels of Council Tax and housing rents;
- Seek to enhance the satisfaction of residents with the overall service provided by the Council; and
- Reduce staff sickness.



Our Key Initiatives

We will work towards achieving our goals in 2010/11 by:

- Pursuing a range of efficiency and cost cutting measures; and
- Improving the quality of residents' experience, whether they click, call or come in.

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 2008/9, 74% of respondents to the Place Survey were satisfied with the cleanliness of their streets;
- ◆ Clean streets was the third most important factor in terms of making somewhere a good place to live;
- ◆ However, more residents felt that spending levels should be maintained on street cleaning than any other service area. Collection of household waste and materials for recycling was seen by residents to be the second most important service into which we should retain investment levels (Peoples Panel Survey 16);
- ◆ 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?

- ◆ Smashing our targets for environmental cleanliness for the 2nd year running, means low levels of litter, detritus, graffiti and fly-posting on our streets;
- ◆ Our streets are more hygienic too as incidents of dog fouling have been significantly reduced;
- ◆ Results of the 2008 Place Survey showed that on average, significantly fewer residents (29%) felt that litter or rubbish lying around was a problem, than in the North West (40.6%) or England (36.7%).
- ◆ More residents were also satisfied with how well we are keeping public land clear of litter and refuse.
- ◆ We are working in partnership with LCC to build a £3.5m new waste transfer station at the Robert Hodge Centre, which will deliver further service improvements for residents and cost efficiencies.
- ◆ Our 'Let's Talk Rubbish' roadshows are helping to teach children the importance of being clean, green and tidy.
- ◆ 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 2010/11, we aim to:

- Continue to increase the proportion of waste that is sent for recycling/composting;
- Decrease the proportion of land with significant deposits of litter (13%) and detritus (20%) by March 2011; and
- Maintain public satisfaction with street cleanliness.



Our Key Initiatives

We will work towards achieving our goals in 2010/11 by:

- Review service delivery across waste and recycling, looking for improved working methods and ways of increasing productivity while driving down fuel usage; and
- Look to roll out Alternate Weekly Collection across the Radburn designed estates of Skelmersdale.

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 the 2008 Place Survey showed that over 67% of residents felt that the level of crime was important in making somewhere a good place to live - significantly higher than any other factor.
- ♦ The Autumn 2009 People's Panel Survey showed more residents felt Council spending on community safety (including CCTV and tackling anti-social behaviour) should increase, than any other service;
- ♦ The same survey showed strong support for the Council's approach to anti-social behaviour, that a significant number of residents felt that investing in community safety improves quality of life and that despite relatively low levels of crime, fear of crime caused concern to some people;
- ♦ Working with partners to combat crime and the fear of crime therefore remains a priority for this Council.

Did You Know?

- ♦ Improvements in crime rates have been achieved, particularly in serious acquisitive crime, (-14%), all vehicle crime (-21.6%) and anti-social behaviour. Overall crime has fallen by 1%. As well as making West Lancashire even safer, this means that we are on track to achieve our LAA target in 2011/12.
- ♦ Our Community Safety Partnership, of which the Council is the lead agency, has successfully bid for £380k of LSP Performance Reward Grant monies. This will be used to secure the future sustainability of CCTV provision, including looking at opportunities provided by new technologies;
- ♦ The Council and partner agencies including the Police, Fire and Rescue and advice services got together with the community to facilitate a number of targeted "Your Community Matters" events across Skelmersdale, in order to make them safe, clean and green.
- ♦ According to the Autumn 2009 People's Panel Survey, more people than ever feel that West Lancashire is a safe and secure place to live (83.2%).

Combating Crime and the Fear of Crime

Our Key Targets

In 2010/11, our aim is to:

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



Our Key Initiatives

In 2010/11, we hope to achieve this by:

- Delivering the Crime and Disorder Reduction Strategy in partnership with other organisations and agencies;
- Continuing to tackle domestic violence through our partnership strategy with other organisations and agencies; and
- Working on a countywide footprint to monitor the effectiveness and coverage of current CCTV provision in tackling crime, including reviewing the possibility of next generation technology.

Working to Create Opportunities For & Retain Good Quality Jobs in Particular 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 working with partners to minimise 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 2010 was 4.1%, which is the same as the national average, but higher than that for Lancashire (3.2%).
- ✦ Results of the 2008 Place Survey showed that more West Lancashire residents (22.1%) felt that job prospects needed improving, than was the average for the North West (21%) and England (19.3%).
- ✦ 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 2009 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 opportunities for and retain good quality jobs, in particular for local people.

Did You Know?

- ✦ The Council has achieved much success in supporting local businesses including:
 - ✦ Through the Inspire Project (created in 2005), we have provided £820,787 grant assistance to 78 companies across West Lancashire, helped to create 388 jobs, safeguard 1,158 jobs, create 11 new businesses and created 44,700 sq.m of additional or improved commercial floor space;
 - ✦ Assisting two large local employers (TraC of Skelmersdale and TRM Packaging of Burscough) to obtain grants and funding to move to larger premises. This has both created more jobs and ensured that the businesses have remained in the Borough.
- ✦ The Council has achieved its target and unemployment is now in line with the national average.
- ✦ We continue to plan for the future and all residents have been given the opportunity to share their views on what West Lancashire should look like by 2027. Leaflets, the website and local public meetings have informed residents and encouraged people to have their say on the new homes, jobs and services that are needed. These views will be used by the Council to inform our Local Development Framework.

Working to Create Opportunities for & Retain Good Quality Jobs in Particular for Local People.

Our Key Targets

In 2010/11, we aim to:

- Help to reduce unemployment to below the national average;
- Assist in the creation of a range of new employment opportunities; and
- Assist in the provision of skills for the local workforce.



Our Key Initiatives

In 2010/11, we hope to achieve this by:

- Continuing the implementation of 'Vision for Skelmersdale' plan;
- Pursuing a Multi-Area Agreement to support and develop our local economy;
- Continuing to work with other neighbouring authorities outside the Lancashire cluster; Continuing to support rural businesses through the Lancashire West Local Action Group (LAG) to help develop our rural economy; and
- Helping to implement the Local Strategic Partnership's Employment and Skills Action Plan by working with the Employment and Skills Thematic Group.



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

Why is this a Priority?

- ◆ More people in West Lancashire feel that affordable housing is important in terms of making somewhere a good place to live (36%) than on average in the North West (34.6%) and England (33.3%), according to the 2008 Place Survey;
- ◆ The same survey showed that more people in West Lancashire feel that affordable housing needs to be improved (22.7%) than on average in the North West (18.3%) and England (21.8%);
- ◆ The availability of affordable housing is crucial to the local economy in terms of attracting people to live in the Borough and encouraging those already here to remain.
- ◆ This goal is shared with the Local Strategic Partnership and the LAA. 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 and the LAA.

Did You Know?

- ◆ The Council has made significant improvements to its housing stock and is on track to achieve the Decent Homes standard by December 2010.
- ◆ Further investment is planned this year to improve the energy efficiency of Council housing stock, which will benefit not only the environment, but also our tenants' pockets!
- ◆ Following a review of the available housing land, and changes in national policy, the Council has decided it is time to update the approach in West Lancashire and has sought the views of local people and developers about which villages the new policy should apply to, and what the proportions and thresholds for affordable housing should be.
- ◆ We have conducted an extensive Housing Needs Survey of residents to determine both the volume and type of housing required by local people to either rent or buy, depending on their financial means. The results of the Survey will be used by the Council to inform future housing policies.

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

Our Key Targets

In 2010/11, we aim to:

- Attain the Decent Homes Standard by December 2010; and
- Assist in increasing the number of affordable homes delivered.



Our Key Initiatives

In 2010/11, we hope to achieve this by:

- Delivering Year 8 of the Capital Investment Programme;
- Delivering the Affordable Housing Strategy in partnership with others; and
- 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.
- ◆ Whilst fewer residents on average felt that sports and leisure facilities (9.9%) and parks and open spaces (22.6%) were important in terms of making somewhere a good place to live, a higher proportion felt that these services needed improving (17.6%/14.8%) than was the average regionally and nationally.
- ◆ Despite significant investment and improvement to our leisure facilities over recent years, satisfaction also remains relatively low at 41.6% for sports and leisure facilities and 57.1% for parks and open spaces.
- ◆ 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 5th anniversary. During these four years substantial investment has been made to improve facilities and services, at a reduced cost to the Council.
- ◆ As part of the Council's continuing policy to enhance leisure facilities, investments have been made to improve:
 - ◆ Coronation Park, Skelmersdale;
 - ◆ A play area at Manor Road Park, Burscough;
 - ◆ Halsall Lane/Cottage Lane Park;
 - ◆ Enhancements to Richmond Park, Bursough; and
 - ◆ Allotments, including new fencing at the Tower Hill site.
- ◆ MEND (Mind, Exercise, Nutrition, Do it) has been so successful in helping overweight children to lead healthier, happier lives, West Lancashire Community Leisure Trust is running the programme again this year.
- ◆ Thanks to our Leisure Trust arrangement, further investment has been made to improve the gym facilities at Burscough Sports Centre and Nye Bevan Pool.

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

Our Key Targets

In 2010/11, our aim is to:

- Maximise opportunities to contribute to the health of the community through partnership including working especially with the Primary Care Trust;
- Improve satisfaction with sports and leisure facilities working in partnership with SERCO and the Leisure Trust;
- Improve satisfaction with parks and open spaces; and
- Increase the number and proportion of playgrounds meeting our local policy.

Our Key Initiatives

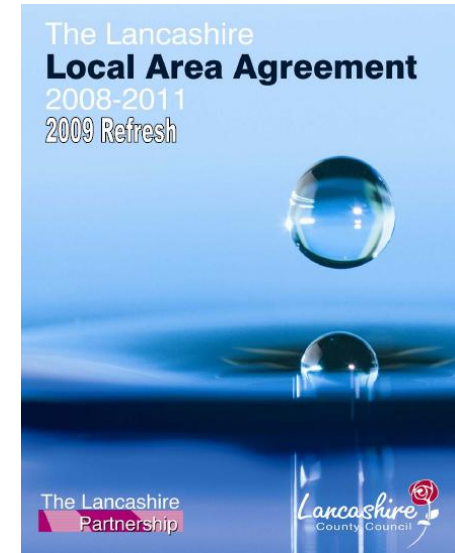
We hope to achieve this in 2010/11 by:

- Helping to implement the Local Strategic Partnership's Health Inequalities Strategy through the Health and Wellbeing Thematic Group;
- Continuing to work in partnership, through the West Lancashire Community Leisure Trust, to provide leisure centres; and
- Continuing the investment in and refurbishment of our formal parks.



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)



Performance against all our Targets and Indicators for 2009/10

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 Partnership & Performance Unit, WLBC, 52 Derby Street, Ormskirk, L39 2DF. Alternatively, please call 01695 577177, or email cath.mcnamara@westlancs.gov.uk.

PERFORMANCE – KEY INITIATIVES 2009/10

Priority/Target	2009/10 Performance
Delivering Cost effective services that delight the customer and are accessible to all	
Pursue a range of efficiency and cost-cutting measures, including a managed reduction in staffing levels	The Council's Organisational Downsizing initiative has generated savings of £1.75m by reducing staff numbers by 57 full time equivalent posts while minimising the impact on front line services
Investigate a range of shared service initiatives with other Councils and partners in the public and private sector	The new Human Resources Partnership Arrangement with the County Council will enable an effective HR service to be delivered and will save £90,000 per annum
Commence to deliver the Customer Relations and Access Strategy, including the development of integrated approaches to service access with public sector partners	A revised strategy is to be produced which will reflect the new sub-divisional structure and will provide a more streamlined approach to customer access and communications. The integrated customer services point feasibility project has been postponed pending further details emerging about Skelmersdale Vision. However progress towards this aim has been achieved through joint working with the County Council in their face to face project, whereby a County staff resource will be co-located in the Council's Customer Service Point in Skelmersdale initially.
Improve the quality and accessibility of accommodation which customers use. Including the provision of new Council offices within a package of mixed development by 2011	The project negotiations with an adjoining landowner have proved more protracted than envisaged. Therefore, any new accommodation will only have a target opening date of 2012. Any new offices will contain high quality service areas for the public. Recent staff relocations have involved upgrading buildings including areas the public use.
Deliver a rolling programme of Value for Money and Organisational re-Engineering reviews of the Council's services	Environmental Health and Private Sector Housing Review was completed October 2009. A further area for review is currently being considered.
Further improve accountability and transparency of work undertaken in partnership with other bodies	All minutes of LSP Forum and Executive are published as soon as possible after they have been approved. Forum and Executive Group minutes are also included in quarterly Members Updates. All minutes of Thematic Group meetings are published on the website upon receipt of them from Thematic Group Support Officers.
Protecting and Improving Street Scene and the Environment	
Review service delivery across waste and recycling, looking for improved working methods and ways of increasing productivity while driving down fuel usage	Following the commissioning of the new transfer facility at our Skelmersdale depot, waste and recycling collection services will be reviewed and the potential options to change the collection criteria of material (dry recycle) will be fully explored. It is expected that this work will be carried out throughout 2010/11, with collection changes being introduced from October 2010 onwards. It is expected that these changes will result in reduced travel distance and collection downtime as the tipping location for our refuse and recycling vehicles will be onsite.

Priority/Target	2009/10 Performance
Combating Crime and the Fear of Crime	
To deliver the Crime and Disorder Reduction Strategy in partnership with other organisations and agencies	
To deliver the Domestic Violence Strategy in partnership with other organisations and agencies	
Working to Create and Retain Good Quality Jobs for Local People	
Commence implementation of 'Vision for Skelmersdale' plan;	Work has commenced on site on the construction of the new Skelmersdale College buildings which formed an integral part of the "Vision".
Deliver Year 6 of the Investing in Business Programme.	
Improving Housing and Ensuring that there is Affordable Housing Available for Local People	
Deliver the Affordable Housing Strategy in partnership with others;	
Deliver the Private Sector Housing Strategy in partnership with others.	

Providing Opportunities for Leisure and Culture	
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.	

PERFORMANCE – PRIORITIES & KEY TARGETS 2009/10

Priority/Target	2009/10 Performance
Delivering cost-effective services that are accessible to all	
Further improve the efficiency and effectiveness of services	A programme of efficiency improvements has been delivered in the year, together with a range of improvements to services.
Achieve year-on-year affordable Council Tax rises, in line with inflation, and with targeted investment in key corporate priorities	Band D Council Tax frozen at 2009/10 level. Over the last 9 years the cumulative increase in council tax has been the lowest in Lancashire and half the national average
Achieve an improvement in the satisfaction of residents with the overall service provided by the Council (as measured through the Place survey)	To be measured in 2010 Place Survey
Reduce staff sickness	10.7 days, down from 11.6 in previous year.
Seek to achieve annual cash savings in line with government targets;	National PI is only finalised in July, but the Council is on course to achieve 3% cashable revenue efficiency savings
Increase the proportion of people who transact business with the Council via the website;	15% increase – website rated amongst 10 best District sites nationally

Priority/Target	2009/10 Performance
To maximise the level of income due to the authority.	The Council tax collection rate was 98.02% and the Rent collection rate 98.48%, both of which are above target
Protecting and Improving Street Scene and the Environment	
To increase recycling/composting to 50% by March 2010	45%
To decrease the proportion of land with significant deposits of litter and detritus	4% (litter) 9% (detritus)
To increase public satisfaction with street cleanliness	To be measured in 2010 Place Survey
Combating Crime and the Fear of Crime	
To assist in sustaining the number of crime incidents per 1,000 population below the regional average	
To assist in maintaining a high proportion of people feeling that West Lancashire is a safe and secure place to live	To be measured in 2010 Place Survey
Working to Create and retain Good Quality Jobs for Local People	
Help to reduce unemployment to below the national average	4.1% (equal to national average)
To assist in the creation of new jobs	
To assist in the provision of skills for the local workforce	
Improving Housing and Striving to Achieve Affordable Housing that is Available for Local People	
Reduce the proportion of non-decent Council homes from 14.97% as at 1 st April 2006, to Zero by December 2010	
To assist in maintaining a high proportion of people feeling that West Lancashire is a safe and secure place to live	To be measured in 2010 Place Survey
Providing Opportunities for Leisure and Culture that Together with Other Council Services Contribute to Healthier Communities	
Increase satisfaction with sports and leisure facilities	To be measured in 2010 Place Survey
Increase satisfaction with parks and open spaces	To be measured in 2010 Place Survey
Increase the number and proportion of playgrounds meeting our local policy	29.41%
Carry out a food hygiene inspection at all food businesses due to be inspected.	