



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

Thursday, 14 July 2022

TO: THE MAYOR AND COUNCILLORS

Dear Councillor,

Please find attached a revised Appendix for Item 13 '**Council Plan Annual Report 2021/22**' for the meeting of the **COUNCIL** being held in the **COUNCIL CHAMBER, 52 DERBY STREET, ORMSKIRK L39 2DF** on **WEDNESDAY, 20 JULY 2022** at **7.30 PM**.

Yours faithfully

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

Jacqui Sinnott-Lacey
Chief Operating Officer

AGENDA ITEM
(Open to the Public)

13. COUNCIL PLAN ANNUAL REPORT 2021/22
(Revised Appendix.)

205 - 220

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

For further information, please contact:-
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Or email jacky.denning@westlancs.gov.uk



WEST LANCASHIRE
BOROUGH COUNCIL

Council Plan
Annual Report
2021 - 2022

APPENDIX 1



CONTENTS

WELCOME	5
INTRODUCTIONS	6
• Create empowered, engaged and inclusive communities	8
• Support businesses to adapt and prosper	10
• Become a Greener West Lancashire	12
• A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire	14
• Everyone to be healthy, happy, safe and resilient	16
• Be a financially sustainable Council by 2023	18
FINANCE AT A GLANCE	20
PERFORMANCE OUTTURN	22

WELCOME

Welcome to the West Lancashire Borough Council Annual Report 2021/2022.

Our Annual Report aims to showcase our achievements in our priority areas and how this work has made a difference to West Lancashire as a place of choice to live, work, visit and invest. We have much to celebrate, following another challenging year, as we continue to respond and recover from Covid.

During this time, whilst we have dealt with a period of organisational change and post-pandemic work, one thing remains clear, that we are a council that is focused on its ambitions for our people and communities rooted in a clear vision and purpose. This vision is underpinned by strong values, a strong ethos of partnership working and smart priorities that have led to tangible outcomes being delivered.



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

OUR PRIORITIES

CREATE EMPOWERED, ENGAGED AND INCLUSIVE COMMUNITIES	SUPPORT BUSINESSES TO ADAPT AND PROSPER	BECOME A GREENER WEST LANCASHIRE
BE A FINANCIALLY SUSTAINABLE COUNCIL BY 2023	A CLEAN, SAFE ENVIRONMENT WITH AFFORDABLE HOMES TO BUY OR RENT FOR EVERYONE IN WEST LANCASHIRE	EVERYONE TO BE HEALTHY, HAPPY, SAFE AND RESILIENT

EVERYONE TO BE PROUD OF THEIR COUNCIL

INTRODUCTION

I'm incredibly proud to introduce this report to you, as we have much to celebrate.

Several of our long-term projects are now seeing real change emerge across our borough. We have delivered 44 affordable homes through Tawd Valley Developments Ltd and are excited to be seeing the plans come to life for the opening of the new Tawd Valley Centre in Skelmersdale.

We are also well underway with the on-site development work on the Ormskirk Eastern Gateway and the implementation plans for our Wellbeing and Leisure Hub facilities in each of the Borough's three 'neighbourhoods'. With the involvement of partners, these hubs will provide a new model to deliver a range of key services to tackle inequalities in the borough and replace our current ageing leisure facilities.

This year saw the successful introduction of our Kickstart scheme whereby through effective partnership working with over 50 local businesses we have helped 210 young people secure roles that aim to provide them with a great start for their future working lives.

It must be recognised that whilst we have delivered lots of great work, this has been achieved by working in partnership across the organisation and with our partner organisations. This was evident with our response and recovery work to Covid, which has led to us now having even stronger working relationships with partner organisations and community groups, which will benefit the residents and businesses of West Lancashire in the long term.

This report takes a look back at what we have successfully achieved together during the year, and how what we have learnt through Covid will be strengthened over the next few years, so that we continue to deliver services that meets our residents, communities and business needs.

I would like to say thank you to all our staff and partners who have again shown that together we achieve more for the people, communities and businesses across West Lancashire.

I hope when reviewing these highlights you share my pride in what we have achieved together and the certainty that we will continue to deliver on our promises and plans for the borough.

We believe that we have achieved a lot in the last twelve months but we are determined to do more.



Cllr Yvonne Gagen
Leader of West Lancashire
Borough Council



Jacqui Sinnott-Lacey
Chief Operating Officer

In March 2022 we welcomed colleagues from the Local Government Association to review our organisation and examine how well we were doing. I am pleased to say that the LGA peer team identified that we were an 'ambitious Council' and 'a trusted partner' which was great to see.

We received really positive feedback about what we do well alongside opportunities for us to improve further, focussing upon our priorities to deliver better outcomes for the residents, communities and businesses across our borough.

Within the review, a key strength highlighted was that of our staff, who recently received a shortlisted nomination within the Local Government Chronicle awards, for the Partnership Award and Outstanding Individual Contribution Award. A key element within this process was that we could evidence the effective outcomes delivered from the Council, community and key partners within our response to the pandemic.

As with most organisations the pandemic solidified our partnership working at a time when we needed to find alternative ways to ensure communities continued to receive the services they needed. We are now able to take advantage of those stronger relationships as we move forward from those emergency solutions into sustainable pathways through co-designed projects and support networks that will impact positively on key community issues such as financial inclusion, food insecurity, health equality, employment and training.

The pandemic allowed us to accelerate our approach to digital development and we will be utilising our digital by design principles this year as we continue to improve the quality of our services. This will include strengthening our internal processes including greater rigour to key governance arrangements such as financial control and transparency of decision-making, underpinned by effective project management methodology.

On the horizon are several key developments that will mean big changes for our council. Next year will see the first change to our wards for 20 years following the Boundary Commission review, and along with the 14 other Lancashire councils we are also collaborating to get a deal for greater Lancashire at the national level. Although this is moving forward there is still a long way to go to ensure that we not only get a strong voice for Lancashire but that West Lancashire is heard within it.

It's a pleasure to present this report and to showcase what has and will continue to be achieved through the commitment of staff, councillors, partners, community groups, residents and businesses of West Lancashire.

CREATE EMPOWERED, ENGAGED AND INCLUSIVE COMMUNITIES

We want:

- Healthy resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- Our citizens to access the benefits of being digitally engaged
- Councillors that are active and knowledgeable and support change at a local level
- To improve customer satisfaction

Page 209

DID YOU KNOW

Search for “Your Voice West Lancashire” to register on our new digital engagement hub - a great way to give feedback so we can improve our services for you.

CUSTOMER COMMENTS

“ I wouldn’t have known what to do without you today”

“How wonderful and helpful the staff are and the lady I spoke to was so polite”

- ✓ 8.4% increase in social media followers
- ✓ 85.7K calls answered in our central contact centre
- ✓ 87,759 registered voters (March 2022)
- ✓ 540K visits to our main website

Being a Councillor gives you the opportunity to make a real difference to the area you represent. There are no set qualifications or experience required. Skills gained through raising a family, volunteering or being active in faith or community groups are just as valuable to being a Councillor as skills gained in employment or training.

Jacqui Sinnott-Lacey, Chief Operating Officer

Our customer’s voice is key when shaping services. Later this year a new Customer Feedback Policy will make it even easier for you to feedback on how we can improve our services.

New digital engagement platforms were launched supporting 23 consultations and expanding how we gather customers’ views, thoughts, and feedback to improve what we do.



A new Community Connector team is identifying what matters most to residents, organisations, and partners to facilitate services that improve the quality of life and reduce health inequalities.

Promoting self-service customer accounts via social media helped raise the number of residents registered for digital self-serve by 23% to 48,433.



Our partnership with “We are Digital” or provided a programme of free and tailored 1-1 digital training helping give residents skills and confidence to get online.



Hosting and Chairing the Community Sector Open Forum to enable greater collaboration and networking with local Voluntary, Community, Faith, Social Enterprise (VCFSE) groups and the Council.

A new councillor Youth Champion role has been established facilitating greater participation of children and young people in decisions impacting on their lives.



New cross-party Scrutiny task and finish groups were established to strengthen governance and enhance the scrutiny function.

Refreshed equality objectives have been incorporated into a new Equality, Diversity & Inclusion Strategy to support our vision for an inclusive culture within West Lancs.

We’ve pledged to actively stand against hate crime, support our local LGBTQIA+ community and fly the flag for Pride Month in June of each year.



We helped 2,364 applicants with COVID Test and Trace Support Payments and provided further signposting and support as needed.

Regular Estate Walkabouts began with local Councillors, partner agencies and tenant representatives to help identify and rectify issues such as antisocial behaviour, crime-related concerns and environmental issues.

Following a successful asset transfer, Banks Community and Leisure Centre Community Interest Company will now work with a range of partners to operate the local leisure facility as a hub for the community.

A Garden of Reflection opened within Beacon Country Park to commemorate the impact of COVID-19 and remember people lost as well as recognise our NHS and key workers.

SUPPORT BUSINESSES TO ADAPT AND PROSPER

We want:

- West Lancashire to be the place of choice to locate your business
- Our 3 towns to be thriving hubs for their communities
- To support our businesses to succeed and grow
- A vibrant and modern Ormskirk market that attracts visitors to the town centre
- A strong rural business economy

DID YOU KNOW

You can find Ormskirk's independent businesses, tourist attractions and events through [DiscoverOrmskirk.com](https://www.discoverormskirk.com)

Thank you so much for your email and the payment! This will make a big difference and enable me to stay in business. The support from the government and the council has been exceptional.
COVID business grant recipient

- ✓ 100+ Ormskirk markets
- ✓ 95% occupancy rates for our commercial estate
- ✓ Attracting just over 5 million in footfall to Ormskirk town centre
- ✓ £41m COVID-related grants distributed to over 2,000 businesses

The Tawd Valley Centre, a landmark development for the whole of West Lancashire and providing the first phase of Skelmersdale town centre regeneration, neared completion for opening in June 2022.



Our Ormskirk Eastern Gateway project saw St Helens Road/Ruff Lane improvements



completed including cycle lanes and traffic lights. Key changes to the Moorgate area and redesigned bus station began in April.

Ormskirk's Wheatsheaf Walk public square was improved as part of the Heritage Action Zone programme making it more attractive for visitors and residents.



A review of Ormskirk market planned actions to safeguard its economic sustainability and enhance the offer. New traders have been encouraged and regular (licensed) pitches promoted to casual traders.



Artisan markets were held twice a month from April to November in Ormskirk and two Vegan Fests helped attract visitors to our market town.

16,000 residents joined us at the Ormskirk Christmas lights switch on which brought fun and free family entertainment together with food vendors, confectionary and gift stalls.



Invigorating our public spaces, the Welcome Back Fund enabled three renowned artists to create fabulous eye-catching pieces in Ormskirk and Burscough celebrating West Lancashire.

As part of the High Street Heritage Action Zone initiative, a cultural consortium of partners launched onceuponatownormskirk.co.uk, a new virtual museum and gallery which includes residents' photos, videos, audio and written stories.



The Welcome Back Fund provided a range of family friendly entertainment events across Skelmersdale, Burscough and Ormskirk during the summer holidays and a Hallowe'en Fun Day at Ormskirk market to encourage visitors back to our shopping areas after COVID.

£8.97M in business support grants via 9 statutory schemes, 4 discretionary schemes and 11,070 individual payments was paid to our businesses during the last year.

Since the start of the pandemic we have distributed £41+ million to over 2,000 businesses through a variety of grants for all business sizes and sectors during the toughest period our business community has ever faced.



BECOME A GREENER WEST LANCASHIRE

We want:

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

DID YOU KNOW

Around 90% of West Lancashire is designated as Green Belt.

Small changes in our habits can reduce our impact on the environment. Choosing to buy products with less packaging, wasting less food through creative recipes, or reusing items by buying second hand will all make a difference.

*Emma Lofthouse,
Waste and Recycling Promotions Officer*

- ✓ **21.8K garden waste household subscribers**
- ✓ **45K tonnes total waste and recycling collected from households**
- ✓ **86% of residents identified they are concerned about climate change**

Community action is central to the success of our climate change work. Consultation findings will be used to focus our work and enable more community action to contribute to a low carbon future for our borough.

A new Greener Working webpage promotes a range of initiatives to support local businesses save money and reduce their carbon footprint. A Greener Tourism accreditation scheme was prepared for launch in May.

100% double glazing across our housing stock following the implementation of a successful window installation programme.

100% renewable electricity tariff supplied across all sites within the West Lancashire Borough Council portfolio.



Working in partnership with BP Pulse Ltd 32 new electric vehicle charging points were installed at three car parks across the Borough.

We used social media to promote composting, recycling, donating or selling rather than binning, putting the right stuff in the right bins and safety messages about what not to recycle such as batteries and gas bottles.



We made garden waste collections easier for residents to sign up to each year by introducing Direct Debit and also help reduce calls to the contact centre.

Over 86% of subscriptions for our kerbside collection of garden waste were made online

and 29% of collections were paid through Direct Debit in its first year. 8.2K tonnes of garden waste were collected.



We supported Keep Britain Tidy's Great British Spring Clean campaign with 13 litter picking sticks and bags for rubbish being loaned out to residents and 378 bags of collected materials picked up.

Trees were planted across the borough as part of the Queen's Green Canopy initiative ahead of the Platinum Jubilee.



Adding interest through artworks in Ruff Woods, Pontville School students and countryside volunteers removed old fencing and installed some carved posts to enhance the woodland experience.

New signage, a path network and bridleway surfacing has improved access to Hunter's Hill (Appley Bridge) former quarry and woodland.

Volunteers are important to us as they help keep our green spaces in great condition through our 'Friends of...' groups for Tawd Valley and Coronation Park.

Proposals for what would be the first WLBC-owned solar farm at the J4/Whitemoss area (Skelmersdale) remain under investigation.



A CLEAN, SAFE ENVIRONMENT WITH AFFORDABLE HOMES TO BUY OR RENT FOR EVERYONE IN WEST LANCASHIRE

We want:

- To provide a cleaner physical environment to enhance the Borough
- West Lancashire to be safe for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough
- To provide quality and genuinely affordable homes

DID YOU KNOW

Our Building control team made 2,631 inspections, visited 17 dangerous buildings and processed 12 demolition notices to safeguard our buildings and the safety of our residents.

Thank you so much for our beautiful kitchen. We will never forget what you did for us. We spend so much more time as a family in the kitchen now. You truly have made life for us so much better.

Tenant of a property in the kitchen replacement programme

- ✓ **94.3% customer satisfaction for council home repairs**
- ✓ **5,855 housing stock effectively managed**
- ✓ **49 Right to Buy completions processed**

£5,332,065 housing investment provided 136 kitchen and 108 bathroom replacements, 167 roof coverings, new windows to 148 homes, electrical upgrades to 23 blocks of flats and 360



boiler replacements/heating upgrades and two external refurbishment projects in Tanhouse 1&2 (Skelmersdale).

£4,396,820 funded 25,406 responsive repairs, planned repairs and void repairs to council homes, communal areas and garages.

Keeping our customers safe we undertook a rigorous review and validation of housing stock survey data in the key compliance areas of fire, water hygiene and asbestos to ensure we maintain 100% compliance.



On behalf of the Council, Tawd Valley Developments Ltd (TVD) completed 44 affordable, energy-efficient homes at three Skelmersdale sites. 81 homes ranging from 3-bedroom houses to 1-bedroom apartments are now completed or underway through TVD.



By year end, TVD had secured £1.4m external funding from Homes England to support the development of new Council-owned homes in West Lancashire.

Future investment was committed for improving environmental quality including £39k to support enforcement and education projects, £68k for new litter bins, £50K for tree stock management and an urban vacuum cleaner.

24K tonnes of non-recyclable kerbside waste collected.



122 tonnes of rubbish were collected over 6 community action days from across the borough.

We increased our bulky household waste collection days from 3 to 5 reducing waiting times from 7 to 3 weeks to meet customer demand.

A series of mobile CCTV cameras for tackling fly-tipping and environmental crime were deployed at incident hot spots and additional funding secured to extend this approach for the coming year.

The Community Safety Partnership's annual Bright Sparx campaign around Hallowe'en and bonfire night continues to limit anti-social behaviour whilst providing community reassurance.

Helping support Lancashire County Council colleagues to meet the requirements of the Domestic Abuse Act, we accessed Government funding for a new part-time Domestic Abuse Coordinator to strengthen our involvement in this work.

78 staff undertook "Prevent" counter-terrorism training so that our frontline staff are better trained to identify those vulnerable to radicalisation and take appropriate action to protect them and our communities.



Development of our Local Plan 2023-2040 progressed with 291 respondents to the Issues and Options consultation that will inform the next stage of the Plan. A revised Local Development Scheme was approved in March.



EVERYONE TO BE HEALTHY, HAPPY, SAFE AND RESILIENT

We want:

- To design services that help people stay healthy and independent
- An engaged and motivated Council workforce
- To invest in sports and leisure services and facilities
- To protect, invest and continue to develop our green leisure spaces
- To help businesses in West Lancashire to thrive, grow and connect

DID YOU KNOW

£260k was committed for a council tax discretionary relief scheme to support the most vulnerable in the current cost of living crisis.

My degree apprenticeship has allowed me to gain life-skills and work experience whilst studying putting me in a great place now and for my future.

*Sam Williams,
WLBC Apprentice Estates and Valuation Surveyor*

- ✓ **41 Council apprenticeships supported during the year**
- ✓ **264 new participants were supported to complete the weight management course**
- ✓ **Optimal Ageing Pilot delivered to 12 settings within the Independent Living Schemes**

Working in partnership with West Lancs College and other providers our Kickstart scheme has:

- supported 210 young people into Kickstart roles
- worked with over 50 local businesses to support young people gain experience and roles
- £248K Kickstart grants allocated to local businesses
- 71% of completed placements successfully achieved employment, apprenticeship or fulltime education.



Our successful More Positive Together service engaged with 63 new participants to improve their job prospects and confidence through mentoring programmes. Targeted support will continue until December 2023.

As part of the West Lancashire Partnership we commission, deliver or promote a variety of services for communities based on the needs of local areas such as Holiday Activity Fund and Food Programme, Business Health Matters and NHS Health Checks Programme.



A Food Insecurity Forum is now collaboratively tackling the issue with partners including local VCFSE organisations, volunteers and the new councillor Food Security Champion.

A new job has been created between WLBC and West Lancs Clinical Commissioning Group to use data and evidence to ensure that our plans lead to a reduction in health inequalities.

Get Money Fit is our new package of help for managing money.



A Budgeting Tool and Entitled To online benefits calculator has already helped 100 people quickly estimate their potential claim.

Our Financial Inclusion team helped over 2,000 tenants and secured over £800k for example through benefit support, charity support and help to reduce poverty issues.

Budgeting and advice was given to more than 499 residents through the West Lancs Together Partnership.

From December to March we distributed £270K Household Support Fund to residents struggling with essential household bills. Initially closing in March, the scheme will restart later in the year



Plans progress for contemporary leisure facilities in each of our Neighbourhoods. Wellbeing and Leisure Hubs are planned for Ormskirk and Skelmersdale and a multi-million-pound major refurbishment to our existing facility in Burscough.

Tawd Valley Mountain Bike Trails opened assisted by Friends of Tawd Valley and residents lending a hand during 'dig days'. Community Infrastructure Levy money match funded a £25k Sport England Community grant.



Beacon Country Park and Coronation Park (Ormskirk) both maintained the Green Flag award in the silver jubilee of the scheme.

Our People awards programme celebrated successes with 269 staff nominations made in 11 award categories such as 'going the extra mile', 'learner of the year' and 'volunteering award'.



BE A FINANCIALLY SUSTAINABLE COUNCIL BY 2023

We want:

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire
- To provide value for money services

DID YOU KNOW

Our Annual Billing process issues 51,217 Council Tax and 3,438 Business Rates bills.

Despite the ongoing financial challenges faced by Local Government, West Lancashire is in a solid financial position providing a good basis for the continued delivery of our corporate ambitions and priorities.

James Pierce, Head of Finance, Procurement and Commercial Property

- ✓ **23% of housing rent collection completed by direct debit**
- ✓ **Customer self-serve accounts increased by 23% to 48,433**
- ✓ **We keep around 12% of collected council tax and 12% of business rates for WLBC services**

Balancing our finances is going to need difficult decisions about services in the future. We want our residents to fully understand our financial position and so we held a budget consultation in May.



A new operational structure was in place for the start of the financial year to strengthen the alignment of services and balance workload.

A cross-party working group is investigating Council governance options. A report on the merits of the cabinet, committee, or hybrid structures is expected to be reported to Council later in the year.

A committee will review Tawd Valley Developments Ltd and will enable a clear way forward to be established.



A refocused Commercial Property Strategy was approved with a view to investing in regenerative schemes that will provide a future income stream and encompass the changed Public Works Loans Board lending requirements.

Following an independent review a revised Fees and Charges Policy is now in place.

Our Revenues and Benefits call handling service returned to the council from 1 March with recruitment and training of new staff providing a seamless and successful transition, ensuring that 6,277 calls were handled effectively in the first month.



The Council has been successful in gaining compliance within NHS Data, Security and Protection toolkit, alongside UK GDPR regulation compliance being in place.

What else is in place to help with financial sustainability?

- Set a balanced budget with cross-party agreement for 22/23
- Council tax rise kept below 2.5%
- Greater consultation at an early stage with Members across all parties around the budget setting process
- A review of our Medium-Term Financial Strategy planning processes
- Refreshed our Risk Management Framework
- Progressed Our Future programme of work



Being sustainable doesn't mean we don't invest and support. The latest budget ensured a variety of improvements for the borough including:

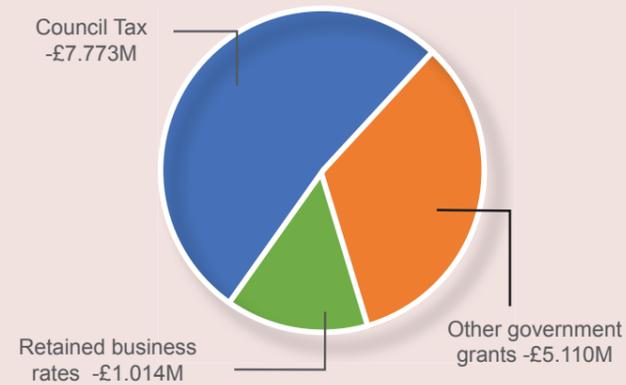
- £260,000 council tax discretionary relief scheme for cost-of-living support
- £101,000 increase in planning enforcement resources
- £88,000 to support local businesses, the visitor economy and attract inward investment
- £68,000 investment in new litter bins
- £39,000 increase to support environmental enforcement and education projects
- £25,000 to support Dial-a-Ride service
- £22,000 on improvements to key gateways into the Borough
- £6,000 to fund four community environmental improvements.

FINANCE AT A GLANCE

Our Funding

Our revenue budget represents what we spend each year to run the Council and provide day-to-day services. This Council is required to set a balanced budget each year as a legal requirement. This budget does not include capital spending.

2021/22 Corporate funding figures (£13.897M)



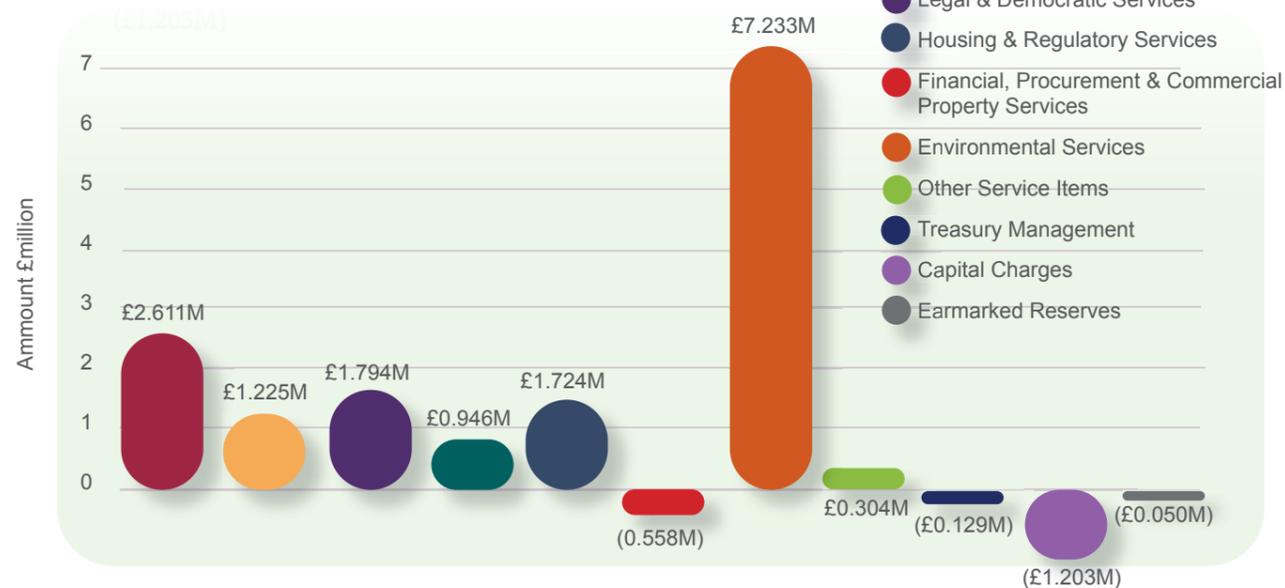
Capital Spending

Alongside our day-to-day costs, we spend money on Capital Assets such as buildings, vehicles, equipment and ICT. Capital money can only be spent once, and some of it is 'ring fenced' e.g. if we have received a grant for a certain project. During 2021/22 we spent £25.959M on capital schemes. Regeneration schemes and maintenance of Council Housing were our top areas of spend and included Skelmersdale Town Centre.

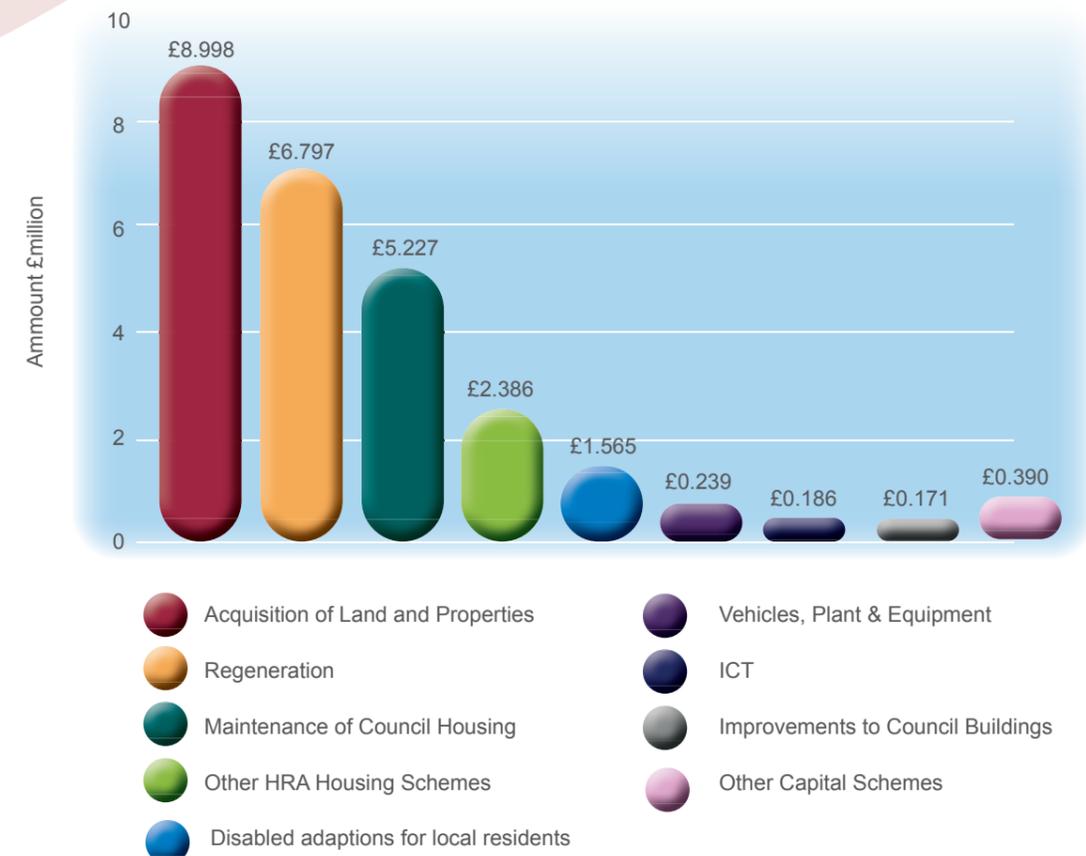
Our Spending

We spend most of our budget (52%) on Environmental Services, which includes waste disposal, recycling and garden waste. Another significant area of our spend is on the provision of Wellbeing and Leisure Services (19%). This includes our Leisure Centres and Country Park and Ranger Services.

Net expenditure by directorate 2021/22 (£13.897M)



Major Areas of Capital Spend in 2021/22 (£m)



PERFORMANCE OUTTURN

Icon key

	On target (within 0.01%) or exceeded		Performance improved on previous year
	Off target (within 5%)		Performance declined on previous year
	Off target (by 5% or more)		No change on previous year
	Data only (no target)		Comparison not possible
P	Data pending		Not collected and/or reported at this time or previous calculations not comparable

Performance Indicator	2019/20	2020/21	2021/22	2021/22 Target	2021/2022 vs 2020/21	2021/22 Status	Note
	Value	Value	Value				
E01 % rent loss through empty commercial properties available to rent	~	~	4.2	10	/		Measure introduced for 2021/22
ER07 Number of businesses signed up as Skelmersdale Ambassadors	N/A	N/A	0	40	/	~	Due to COVID-related priority work this has not been progressed during 2021/22
ER09 Number of businesses added value to via business support, property searches, skills and employment	9	109	925				Data includes business grant applications administered
ES01 No. grass cuts undertaken on the highway between April-October	7	8	8	8		
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	9	9.6	10	10			
ES04 % locations inspected falling into categories A/B - Litter	99.15%	100%	100%	95.00%	/	/	Most recent available data provided but not comparable for annual outturn; inspections not carried out in final quarter
ES06 % locations inspected falling into categories A/B - Dog Fouling	100%	100%	100%	95.00%	/	/	As above
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	10.53%	0.94%	0.00%	10.00%	/	/	As above
ES08 % locations inspected falling into categories A/B - grounds Maintenance (includes grass and shrubbery)	92.53%	99.80%	100%	90.00%	/	/	As above
ES11 % locations inspected falling into categories C/D - Detritus	4.16%	02.35%	4.40%	7.00%	/	/	As above
ES19a % successful planned bin collections (grey)	~	~	99.2%	96.00%	/		Measure introduced for 2021/22
ES19b % successful planned bin collections (blue)	~	~	99.89%	96.00%	/		As above
ES19c % successful planned bin collections (brown)	~	~	97.94%	96.00%	/	 	As above
ES19d % successful planned bin collections (green)	~	~	99.15%	96.00%	/		As above
R1 % of Council Tax collected	93.06%	93.06%	92.73%	97.10%			
R3 % of Business Rates Collected (NNDR)	98.02%	87.46%	93.79%	97.20%			
TS52 No. tenants accessing money advice service	~	~	2043		/		Measure introduced for 2021/22
TS55 No. tenants provided with fuel poverty advice	~	~	110		/		Measure introduced for 2021/22
TS53 No. tenants supported with Food Poverty advice	~	~	304		/		Measure introduced for 2021/22
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	~	~	36		/		Measure introduced for 2021/22
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	101.74	100.26	100.73	100.04			
TS11 % of rent loss through dwellings being vacant	0.87%	1.45%	1.18%	0.99%			Issues with sourcing of materials and staffing resource issues consistent with the sector have impacted outturn along with needing to find a replacement electrical provider
WL144a Vacancy levels - Vacant units in Burscough	N/A	4.4%	P	0.0%	P	P	Monitored as part of the Annual Monitoring Report. Data is not expected to be available until the end of the year

WL144b Vacancy levels - Vacant units in Ormskirk	N/A	7.0%	P	9.0%	P	P	As above
WL144c Vacancy levels - Vacant units in Skelmersdale	N/A	25.3%	P	18.0%	P	P	As above
WL148 Value of business support grants allocated and processed (million)	~	£39.70	£41.50				Cumulative total of grants paid since March 2020.
HS14 % non-decent council homes	0.03%	0.10%	P	0.10%	P	P	Data expected to be available July
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	100.0%	99.9%	99.9%	100.0%		
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	97.6%	98.1%	96.0%	100.0%			
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	100.0%	100.0%	100.0%		
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	100.0%	100.0%		
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	100.0%	100%		
NI 154 Net additional homes provided	622	458	P	335	P	P	Data not generally available until later in the year
NI 155 Number of affordable homes delivered (gross)	210	133	P		P	P	As above
NI 159 Supply of ready to develop housing sites	227.0%	224.0%	P	120.00%	P	P	Monitored through the Local Plan. Data is not generally available until later in the year
NI191 Kerbside residual household waste per household (Kg)	541.32	543.21	531.4	500			Although many people have returned to workplaces homeworking is likely to remain at higher than previous levels resulting in higher 'new normal' levels of household waste
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	41.39%	46.90%	42.40%	51.00%			
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	~	~	333	250	/		
WL151a Number of new clients attending vocational training	~	~	202	38	/		Figure in excess of target due to success of More Positive Together, and also the Kickstart programme including package of vocational training
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	~	~	327	40	/		
WL153a No. of partners working with Wellbeing and Leisure Service	~	~	72	81	/		New partners were no longer being recruited due to the Kickstart Scheme coming to an end in March
WL157a No. visits to leisure facilities	~	~	485,196	573,800	/		Annual outturn impacted by COVID restrictions earlier in the year
WL159 No. attending parks and countryside events and activities	63,547	0	3,163	5,500			Reduced events due to COVID restrictions
WL160 No. Green Flag Awards	2	2	2	2		
WL161 Affordable Housing units via Tawd Valley Developments	~	~	44	44	/		Completions from developments in Brierfield, Eskbank and Fairstead

B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events (days)	7.73	12.00	16.00	12.00	↓	●	16 days is the combined events for both CTS and HB. HB events for the same period is 3 days
BV8 % invoices paid on time (within quarter)	98.34%	95.95%	93.21%	98.75%	↓	●	Relates to just under 24K invoices
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	10.46	8.64	11.20	8.08	↓	●	
WL85a Website: no. visits	648,500	546,671	540,099		↓		
WL85c Website: No. of payments processed online	64,990	78,042	72,380		↓		
WL90 % of Contact Centre calls answered	85.9%	96.5%	87.80%	88.0%	↓	▲	Relates to just over 97.6K calls into the contact centre
WL108 Average answered waiting time for callers to the contact centre (seconds)	121	43	150	145	↓	●	COVID support work has had a significant impact on customer service resource during the year
WL130 No. Service Now Customer Accounts	24,734	39,333	48,433		↑		
WL131 No. Social Media Followers (WLBC FB, Twitter)	9,567	13,715	14,870		↑		
WL140 % of staff who understand how their role contributes to the vision and priorities	~	80.00%	N/A		/		Staff survey not carried out during 21/22; scheduled for early 2022/23
WL141 % staff who feel the Council is a good organisation to work for	~	79.00%	N/A		/		As above
WL162 Effective use of resources	~	Yes	Yes	Yes	~	●	External audit findings report
WL163 Regulatory requirements met (financial statements)	~	Yes	Yes	Yes	~	●	External audit findings report
WL164 Savings within financial year	N/A	N/A	875k	875k	/	●	

Page 218

General notes on the 2021/22 suite

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

Our satisfaction survey results help us better understand how our services are perceived in the community. No Citizen Surveys carried out during 2020-22. The survey is scheduled for early 2022/23.

WLBC continues to collect certain PIs originating from the previous Best Value and National Indicator sets for our own performance management purposes although national reporting no longer exists. PIs and targets are reviewed annually and agreed by Cabinet. Not all data is available at time of publication. Data that is pending will be published when available on the council website.

Icon key

	On target (within 0.01%) or exceeded		Performance improved on previous year
	Off target (within 5%)		Performance declined on previous year
	Off target (by 5% or more)		No change on previous year
	Data only (no target)		Comparison not possible
P	Data pending		Not collected and/or reported at this time or previous calculations not comparable

The Council would like to thank all residents and stakeholders for the use of their images in this annual report.

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

Please email businessstransformationandchange@westlancs.gov.uk or telephone 01695 5853211 to request this



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