



Jacqui Sinnott-Lacey
Chief Operating Officer

52 Derby Street
Ormskirk
West Lancashire
L39 2DF

Monday, 20 February 2023

TO: COUNCILLORS A YATES, R MOLLOY, I DAVIS, Y GAGEN, D WESTLEY AND D WHITTINGTON

Dear Councillor,

A meeting of the **BUDGET / COUNCIL PLAN COMMITTEE** will be held in the **CABINET/COMMITTEE ROOM, 52 DERBY STREET, ORMSKIRK L39 2DF** on **TUESDAY, 28 FEBRUARY 2023 at 7.00 PM** at which your attendance is requested.

Yours faithfully

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

Jacqui Sinnott-Lacey
Chief Operating Officer

AGENDA
(Open to the Public)

- 1. APOLOGIES**
- 2. MEMBERSHIP OF THE COMMITTEE**
To be apprised of any changes to the membership of the Committee in accordance with Council Procedure Rule 4.
- 3. URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIRMAN**
Note: No other business is permitted unless, by reason of special circumstances, which shall be specified at the meeting, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

- | | | |
|------------|---|-----------|
| 4. | DECLARATIONS OF INTEREST
If a member requires advice on Declarations of Interest, he/she is advised to contact the Legal and Democratic Services Manager in advance of the meeting. (For the assistance of members a checklist for use in considering their position on any particular item is included at the end of this agenda sheet.) | 83 - 84 |
| 5. | MINUTES
To receive as a correct record the Minutes of the meeting held on 15 December 2022. | 85 - 86 |
| 6. | COUNCIL PLAN DEVELOPMENT UPDATE
To consider the report of the Corporate Director of Transformation, Housing and Resources. | 87 - 100 |
| 7. | COUNCIL PERFORMANCE DELIVERY PLAN – Q3 2022/23
To consider the report of the Corporate Director of Transformation, Housing and Resources. | 101 - 124 |
| 8. | Q3 HRA REVENUE AND CAPITAL MONITORING REPORT
To consider the report of the Head of Finance, Procurement and Commercial Services. | 125 - 130 |
| 9. | Q3 GRA REVENUE AND CAPITAL REPORT
To consider the report of the Head of Finance, Procurement and Commercial Services. (To Follow) | |
| 10. | WORK PROGRAMME | 131 - 132 |
| 11. | EXCLUSION OF PRESS AND PUBLIC
It is recommended that members of the press and public be excluded from the meeting during consideration of the following items of business in accordance with Section 100A(4) of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and as in all the circumstances of the case, the public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information. | |
| 12. | SHARED SERVICES UPDATE
To receive an update from the Corporate Director of Transformation, Housing and Resources. | |

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

FIRE EVACUATION PROCEDURE: Please see attached sheet.

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

For further information, please contact:-

Kirsty Breakell, Democratic Services officer on 01695 585384

Or email Member.Services@westlancs.gov.uk

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

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

IF YOU DISCOVER A FIRE

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

ON HEARING THE FIRE ALARM

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

NOTES:

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

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

CHECKLIST FOR PERSON IN CHARGE

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

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

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

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

NOTE:

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

CHECKLIST FOR ZONE WARDEN

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

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

INSTRUCTIONS FOR DOOR WARDENS

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

Agenda Item 4

MEMBERS INTERESTS 2012

A Member with a disclosable pecuniary interest in any matter considered at a meeting must disclose the interest to the meeting at which they are present, except where it has been entered on the Register.

A Member with a non pecuniary or pecuniary interest in any business of the Council must disclose the existence and nature of that interest at commencement of consideration or when the interest becomes apparent.

Where sensitive information relating to an interest is not registered in the register, you must indicate that you have an interest, but need not disclose the sensitive information.

Please tick relevant boxes

Notes

General			
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest because it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or a connected person or, a body described in 10.1(1)(i) and (ii) and the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/> <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i> <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 20/09/16) or a pecuniary interest but it relates to the functions of my Council in respect of: (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease. (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends. (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay. (iv) An allowance, payment or indemnity given to Members (v) Any ceremonial honour given to Members (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i> <i>You may speak and vote</i>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 15/09/20 – 14/09/24)	<input type="checkbox"/>	<i>See the terms of the dispensation</i>
6.	I have a pecuniary interest in the business but I can attend to make representations, answer questions or give evidence as the public are also allowed to attend the meeting for the same purpose	<input type="checkbox"/>	<i>You may speak but must leave the room once you have finished and cannot vote</i>

'disclosable pecuniary interest' (DPI) means an interest of a description specified below which is your interest, your spouse's or civil partner's or the interest of somebody who you are living with as a husband or wife, or as if you were civil partners and you are aware that that other person has the interest.

Interest

Employment, office, trade, profession or vocation

Sponsorship

Prescribed description

Any employment, office, trade, profession or vocation carried on for profit or gain.

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.

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

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

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

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

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

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

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

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

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

'a connected person' means

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

'body exercising functions of a public nature' means

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

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

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

Agenda Item 5

BUDGET / COUNCIL PLAN COMMITTEE

HELD: Thursday, 15 December 2022

Start: 7.00 pm

Finish: 8.15 pm

PRESENT:

Councillors: A Yates (Chairman)
R Molloy (Vice-Chairman) I Davis
J Finch D Westley
D Whittington

Officers: James Pierce, Head of Finance, Procurement and Commercial Services
Simon Peet, Corporate Finance Manager (Deputy S151)
Claire Kelly, Principal Solicitor and Deputy Monitoring Officer
Jacky Denning, Democratic Services Manager

20 **APOLOGIES**

There were no apologies for absence.

21 **MEMBERSHIP OF THE COMMITTEE**

In accordance with Council Procedure Rule 4, the Committee noted the termination of Councillor Y Gagen and the appointment of Councillor J Finch for this meeting only, thereby giving effect to the wishes of the Political Groups.

22 **URGENT BUSINESS**

There were no urgent items of business.

23 **DECLARATIONS OF INTEREST**

There were no declarations of interests.

24 **MINUTES OF PREVIOUS MEETING**

RESOLVED: That the minutes of the meeting held on Tuesday 1 November 2022, be received as a correct record and signed by the Chairman.

25 **MEDIUM TERM FINANCIAL FORECAST (MTFF) 2023/24 TO 2025/26**

Consideration was given to the report of the Head of Finance, Procurement & Commercial Services, as contained on pages 83 to 102 of the Book of Reports, which presented the updated Medium-Term Financial Forecast (MTFF) for 2023/24 to 2025/26 and the latest forecast budget gap for the three years of £1.505m, comprising £0m in 2023/24; £0.751m in 2024/25; and £1.504m in 2025/26, and set out the reserves position as at 31 March 2022 and forecast to 2025/26, including the annual budget setting process for 2023/24.

The Committee was advised that:

- Pension fund in a favourable situation

- NNDR Base
- Funding settlement not received yet
- the officer's budget growth bids were still being looked at and that proposals would be considered in January 2023.

Comments and questions were raised in respect of the following:

- Discussions in relation to savings/revenue generation
- Insurance reserve figures
- Centralising operational budgets
- Shared services examples
- Fees & charges
- Review of carparking 2023/24 financial year
- Collaborative working
- That the focus is to retain current services
- Council Tax increase
- Social responsibility

The Chairman advised that the matter raised at the last meeting in respect of the ability to spread Council Tax payments over a 12-month period was available to residents.

- RESOLVED:
- A. That the latest Medium-Term Financial Forecast (MTFF) for 2023/24 to 2025/26 be noted.
 - B. That the latest reserves position as at 31 March 2022 and forecast to 2025/26, be noted.
 - C. That the annual budget setting process for 2023/24 be noted.
 - D. That it be noted that insurance figures would be circulated to Members of the Committee when they became available.
 - E. That an item be included on a future agenda in relation to Shared Service options that have been or are being considered.
 - F. That a list of fees and charges be considered at the next meeting of the Committee for consideration.

26 **WORK PROGRAMME**

Consideration was given to the Committee's 2023 Work Programme as set out on page 81 of the Book of Reports.

RESOLVED: That the Committee Work Programme 2023 be agreed.

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Chairman



**BUDGET & COUNCIL PLAN COMMITTEE:
28 FEBRUARY 2023**

Report of: Corporate Director of Transformation, Housing & Resources

Relevant Portfolio Holder: Councillor Cllr Adam Yates

Contact for further information: Name (Extn.) Alison Grimes x3211
(E-mail: alison.grimes@westlancs.gov.uk)

SUBJECT: COUNCIL PLAN DEVELOPMENT UPDATE

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To update the Committee with progress on the development of the new Council Plan 2023-28.

2.0 RECOMMENDATIONS

2.1 That the update is noted.

2.2 That the committee provide any agreed comments ahead of the Councillor workshop.

3.0 BACKGROUND

3.1 In September, the Committee approved principles and a development timetable for a new Council Plan from October 2023-2028 ("the new Plan"), updated below.

Process key steps	Estimated timescale	Progress
Committee agree principles for development	September 2022	Complete
Engagement with Councillors, key stakeholders and key staff seeking views on current plan – Pulse survey	18 Nov – 5 Dec (extended to 11 December)	Complete
Committee update on survey responses and draft new plan	10 January (paper provided)	Cancelled
Committee review a Version 1.0 of the new Plan themes – based on views on current Plan and agreed principles	28 February	
Committee to review and approve for Councillor workshop		
Councillor workshop – to seek views on the new Plan	15 March	

Committee review a Version 2.0 of the new Plan – incorporating workshop feedback	24 May	
Committee to review and approve draft of the new plan for public consultation		
Public/stakeholder/Councillor/Staff consultation	June/July/August 2023	
Committee review Version 3.0 of the new Plan – incorporating public consultation	12 September 2023 – BCP Committee	
Committee to review and approve for Scrutiny/Cabinet/Council	14 September 2023 - Executive Overview & Scrutiny 26 September - Cabinet 18 October 2023 - Council	

3.2 The Corporate Director of Transformation, Housing and Resources will revise the timetable to accommodate any operational requirements as appropriate, to maintain progress on the development for October 2023.

1 CURRENT POSITION

1.1 Following feedback received from within the Citizen Survey, alongside consultation with officers and Members, Appendix 1 aims to create an overview of the early findings in respect of key themes and areas of focus.

1.2 These are areas for consideration, and are in line with the principles agreed previously, that will support the development of the new Council plan to emerge:

- Contain a Vision, Priorities and Outcomes
- Retain the existing vision
- Ensure that outcomes outline single issues with a focus on measurable improvements for the customer/borough
- Provide clear alignment between Priorities and Outcomes and a delivery plan (actions', KPIs & Risks)

4.2 In November – December, the above principles were used to commence a range of engagement activity in line with reviewing the current plan. Responses to the targeted survey alongside other insight have been used to influence and shape the development of the first themed draft for review – Appendix 1.

4.3 Whilst the survey had a low return from which to draw definite conclusions (a 32.5% overall response rate from a target group of 135), the survey gave the opportunity for feedback and does provide some indication of general views on the current plan and the prioritisation of the 32 'wants' from the target group. The comments were considered as part of the overall development of the themes. To ensure Members have visibility of the range of feedback the results of the survey are given in Appendix B.

4.4 Officers who will be responsible for delivery have had the opportunity to review the draft new Plan to ensure that it is realistic. The review work showed that:

- the intent of much of the current plan (Appendix C) could be retained whilst changing the language so that it is more specific

- many of the areas of focus in the current plan remain relevant locally and should be retained
- some outcomes could be rationalised or more concisely worded
- there is an opportunity to align more closely the planned activity, measures and risks to the priorities.

4.5 As previously outlined in earlier reports, the new Plan will have a separate delivery plan which will contain actions, KPIs and risks that will be shared with the committee at a later stage, so that any recommendations can go through the appropriate governance arrangements. The delivery plan will have:

- actions and outputs/success measures that are specific, timebound deliverables with a focus on improvements for the customer/borough
- measures and targets (KPIs) will be reduced in number to become more strategic reflecting the Council Plan and with less operational focus
- risks surrounding the Plan will be developed and monitored as part of the key strategy for the Council.

4.6 Since the draft new Plan is scheduled to be in place by October 2023, it is anticipated that the first delivery plan will cover the period October 2023-March 2025 to bring its reporting period in line with usual corporate planning timescales. An annual refresh of the delivery plan will then take place.

4.7 Reporting on the current Council Plan 2020-23 will continue until October and follow revisions to KPIs/ targets in the usual way through Executive Overview & Scrutiny and Cabinet for approval for that period.

4.8 The draft themes and focus areas for comments are provided at Appendix A.

5.0 NEXT STEPS

5.1 Following any agreed changes to the Appendix A through the Committee, the next stage in development is consultation with Borough Councillors in March.

The intended outcome of that workshop is to gain cross-party input and feedback on the draft themes emerging at Appendix A. The workshop feedback will then be used for a revised new Plan to be approved by this Committee for public consultation.

6.0 SUSTAINABILITY IMPLICATIONS

6.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

7.1 There are no significant financial or resource implications arising from this report.

8.0 RISK ASSESSMENT

8.1 The risk associated with this report have been included in the service risk register.

Service	Title	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Risk Score
Corporate & Customer Services	BIDR05a – Failure to replace the Council Plan to timescale	Failure to have a current plan in place would hinder the Council in communicating its direction with the public, stakeholders and staff and in supporting transparency and accountability. Having a clear statement of corporate priorities assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.	Documented process. Project plan. Engagement of SMEs. Secure engagement and support of Member Services. The work has a timetable and will be progressed including public consultation for Council in October 2023.	Early draft stages of the plan progressing		6

9.0 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications arising from this report, although the Plan it refers to will have implications.

Background Documents

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

APPENDICES

APPENDIX A – FIRST DRAFT - THEMES EMERGING

APPENDIX B – RESPONSES TO THE PULSE SURVEY NOVEMBER-DECEMBER 2022

APPENDIX C – COUNCIL PLAN 2020-2023

APPENDIX A – DRAFT THEMES 2023-28

Themes	Areas of focus
1: Safe, Clean and Green Environments	<ul style="list-style-type: none"> • Limit the climate impact of our activities and influence the behaviour of others by example • Minimise waste production and increase reuse and recycling • Look after and improve a clean, attractive built environment • Safeguard the natural landscape, biodiversity and enhance our green environment
2: Stronger Economy	<ul style="list-style-type: none"> • Enable well-planned infrastructure, sustainable growth and renewal • Provide development opportunities, including new employment and housing land allocations • Attract investment and support diverse businesses to connect and succeed • Help support and enable people to achieve their full potential through employment & training
3: Healthy and Inclusive Communities	<ul style="list-style-type: none"> • Provide quality services that are designed around people and place to improve health and wellbeing • Work collaboratively with voluntary and community groups to improve our place • Help residents meet their housing needs and be sustainable and safe in their homes • Provide excellent wellbeing and leisure facilities and green leisure spaces

4: Sustainable Organisation	<ul style="list-style-type: none"> • Maintain financial sustainability and strong corporate governance • Work as One Council and collaborate with partners to deliver better shared outcomes • Improve efficiency and effectiveness of services through evidenced change and transformation • Attract and retain a healthy, engaged and motivated workforce with the right skills and behaviours • Understand our residents and customers so they feel listened to, respected, treated fairly and part of the service offer
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APPENDIX B - Summary of survey responses

In response to the question: *Which of these areas from our current Council Plan do you believe we should focus our energy on in the next 5 years? Please select your top 10*

Page 92	Priority	Want	No. returns	% respondents selecting option
	Empowered	Healthy resilient and engaged communities that work together to improve the places they live and work	25	57
	Greener	To safeguard the natural landscape and maintain our green environment	23	52
	Healthy	To invest in sports and leisure services and facilities	20	45
	Clean, safe	A Local Plan that supports quality growth and infrastructure in the Borough	18	41
	Healthy	An engaged and motivated Council workforce	18	41
	Greener	Council housing stock to meet high standards of efficiency - insulation, design, technology	18	41
	Support businesses	To support our businesses to succeed and grow	18	41
	Greener	To become a Carbon Neutral Council by 2030	17	39
	Clean, safe	West Lancashire to be safe for all citizens	16	36
	Empowered	Councillors that are active and knowledgeable and support change at a local level	14	32
	Empowered	Everyone to have the same opportunities	14	32
	Financially sustainable	To continue to improve the efficiency and effectiveness of service provision	14	32
	Financially	To maximise available government funding and generate income to reinvest in West Lancashire	14	32

sustainable			
Support businesses	West Lancashire to be the place of choice to locate your business	14	32
Empowered	To improve customer satisfaction	13	30
Clean, safe	To provide quality and genuinely affordable homes	13	30
Support businesses	A vibrant and modern Ormskirk market that attracts visitors to the town centre	12	27
Empowered	To work with partners for the good of local people	12	27
Businesses	Our 3 towns to be thriving hubs for their communities	11	25
Financially sustainable	To be confident, capable and financially sustainable	11	25
Healthy	To design services that help people stay healthy and independent	11	25
Greener	To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration	11	25
Healthy	To protect, invest and continue to develop our green leisure spaces	11	25
Empowered	Thriving voluntary and community groups that support innovation and collaboration	10	23
Healthy	To help businesses in West Lancashire to thrive, grow and connect	10	23
Financially sustainable	To provide value for money services	10	23
Support businesses	A strong rural business economy	9	20
Greener	Local business and citizens to embrace the green agenda	8	18
Empowered	Our citizens to access the benefits of being digitally engaged	8	18
Greener	To minimise waste disposal and improve recycling services to meet national targets	8	18
Financially sustainable	To be able to invest in high priority service areas	4	9
Clean, safe	To provide a cleaner physical environment to enhance the Borough	4	9

Key	Council Plan Priority
Empowered	Create empowered, engaged and inclusive communities
Greener	Become a Greener West Lancashire
Healthy	Everyone to be healthy, happy, safe and resilient
Clean, safe	A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire

Support businesses	Support businesses to adapt and prosper
Financially sustainable	Be a financially sustainable Council by 2023
	Everyone to be proud of their Council

In response to the question: *If you think any additional key areas of focus should be considered in the Council Plan, please tell us*

Survey comment
It should read a "Local Plan that safeguards the natural environment"
Reducing greenspace access inequalities
Encouraging active modes of travel across the borough.
Responding to climate change - reducing, adapting to and mitigating the effects
Better transport facilities in Skelmersdale especially. Taxi service is awful also restricting a lot of people from going out or visiting places. This will encourage more to invest here
To ensure that no projects such as the Simmonswood Incinerator is allowed to go ahead and destroy local farming and our precious greenbelt. The council needs to be more proactive to protect what we have
Develop partnership working with neighbouring authorities to improve efficiency and quality of services
There should also be an explicit priority to "Actively seek increased joint service delivery with other councils and public bodies"
A commitment to work with partners and the voluntary sector to support the most vulnerable in the community.
Invest in mental health services or the ability to signpost residents to the support they might need
We need a priority or theme that recognises the high percentage of older people in our Borough
We should stop the ceaseless pursuit of income generation. There may be some areas where we can generate more income but in general, we are not equipped to be entrepreneurial
Whilst we have said would commit to decency of Council Housing stock, should we include a reference to being a good Landlord with good quality homes and services?
To become a digital council
No mention of customer engagement
New refreshed code of conduct linked to members, so that what it emerged from the induction process, is effective change ambassadors, that are visible, innovative and kind

In response to the question (stakeholders): *What are the main themes or priorities of your organisation where you feel there is synergy with those of West Lancashire Borough Council and that we should consider for our future plan?*

Survey comment

Support for the most vulnerable members of the West Lancs Community
Health, wellbeing and the resilience of the community
Financial Inclusion
Anti-poverty strategy and actions
Support for local charities and social businesses
Connection partners and residents with the green agenda
Creating connected communities
Life-long learning e.g., digital skills
Start for early years
Support for older residents
Support for volunteering in West Lancs

To work to make Wrightington a safe place to live, a thriving rural community where residents and businesses support each other for mutual benefit. To maintain existing Green Belt and fight to prevent development of Green Belt and green spaces, ensuring that previously developed land and brownfield sites only are earmarked for development, and to ensure that Wrightington remains a desirable place to live within the Borough.

To promote health and wellbeing across the borough

In response to the question (stakeholders): *If you have any other comments on the Current Plan, please provide them*

Survey comment
Ensuring that VCFSE (Voluntary, Community, Faith; Social Businesses are financially supported to be able to participate and help community engagement, support and participation in the WLBC plan.
Utilising renewable and green technology to benefit housing tenants to keep their bills low while helping the move towards carbon reduction is vital moving forward.
There is limited reference to how we are shaping self-serve and digital service delivery, or any plans for this.
Whilst we refer to customer satisfaction, I think that we need to also have a reference to customer engagement and consultation and that these elements should form part of our commitments in our future
Needs to be more focus on the social progress pillar of sustainable development.
Need to make sure that there is no duplication and that these key areas aren't "tasks" in themselves but the change we want to see. Must have specific tasks / measures and timescales against these key areas.
It would be great if we could reduce our priorities into 3 / 4 key themes with transformational programmes of work aligned to them, supporting better connected outcomes to be delivered and more efficient / effective reporting mechanisms to emerge
Needs to be a focus on making sure the council itself is fit for purpose to deliver all this - e.g. staffing, finance, transformation. If the council isn't in a good place it won't deliver what it could (on its own or with others).
The Council Plan should be exactly that, a plan with clear, SMART objectives. Strategic Tactics need to be developed to ensure that activity is effectively resourced and prioritised. All stakeholders (staff, citizens, Businesses, community groups etc) should be able to understand exactly what the Council Plan objectives are and be able to see if the council is succeeding in meeting them. Performance data should be published
It's positive that an inclusive process is being adopted from this early stage. We all want the best in spite of political differences. Given the financial constraints we face, while we must always be ambitious, we need to temper that with some realism.
My only comment is that it is good to see the priorities to comment on and I hope it all helps the new Council Plan moving forward.

APPENDIX C - COUNCIL PLAN 2020-2023

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

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

We will:

- Build on and develop strengths within local communities
- Engage with communities when making key decisions
- Use community networks to gain views from hard to reach groups
- Create innovative ways to listen to different community views
- Use Councillors' existing reach and influence to provide community feedback to shape decision making
- Work with partners to develop a meaningful offer to support citizens to become digitally included
- Adopt a best practice model of consultation
- Listen and provide feedback to customers about how their views have improved services
- Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities

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 strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

We will:

- Support the recovery and growth of existing and new businesses
- Lead the regeneration of Skelmersdale Town Centre
- Develop the market offer and reinvigorate Ormskirk's Eastern gateway
- Adopt an inclusive procurement approach which supports local businesses to tender for opportunities
- Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors
- Signpost and support businesses to innovate and diversify
- Develop a strong web presence which positively promotes West Lancashire
- Create enlivened town centres offering diverse leisure opportunities and nighttime economy

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

We will:

- Be a role model and lead good practice; develop a Climate Change strategy and action plan
- Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology
- Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements
- Commit to maximising Council energy requirements from renewable sources
- Maximise the use of solar panels on Council owned buildings and housing stock
- Increase the use of environmentally friendly products
- Optimise the development of solar/wind farm investment
- Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint
- Optimise the Council fleet; increase route efficiency and maximise low emissions
- Enhance green spaces promoting diverse leisure uses and explore the option of developing an Eco park
- Support the development of green transport
- Use green credentials to form part of our procurement selection criteria
- Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions
- Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains

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

We will:

- Make sure our internal financial and decision-making processes continue to be strong
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire.
- Optimise inward investment
- Review fees and charges across all council services
- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved

- Review existing contract savings and work with suppliers to achieve economies of scale
- Maximise commercial investment opportunities through a commercial strategy
- Maximise the value from existing assets and focus on value for money

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

We will:

- Deliver high quality street cleansing services based on demand
- Invest resources within services to achieve an improvement to the local environmental quality
- Develop environment ward reports for members
- Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company
- Increase the supply of homes to bring cheaper private rents/more choice
- Get the right mix of properties for each community
- Continue to drive forward the community safety agenda
- Review WLBC/public estate land holdings
- Lead estate regeneration creating attractive places where people want to live
- Review our Housing Strategy
- Identify strategic regeneration areas and investment plans

Everyone to be healthy, happy, safe and resilient

We want:

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

We will:

- Deliver our food poverty strategy and action plan
- Deliver our fuel poverty strategy and action plan
- Deliver our financial inclusion strategy and action plan
- Deliver our people strategy with Council staff that results in a continuously improving culture
- Deliver our health and wellbeing strategy embedding school initiatives
- Work with partners to focus on prevention and reducing health inequalities
- Develop a quality range of health, wellbeing and leisure facilities and services
- Bring in additional money/services to support our most deprived areas

Everyone to be proud of their Council



**BUDGET & COUNCIL PLAN COMMITTEE:
28 FEBRUARY 2023**

CABINET: 7 MARCH 2023

Report of: Corporate Director of Housing, Transformation and Resources

Relevant Portfolio Holder: Councillor A Yates

**Contact for further information: Ms A Grimes (Extn. 3211)
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: COUNCIL PERFORMANCE DELIVERY PLAN – Q3 2022/23

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 December 2022.

2.0 RECOMMENDATIONS TO BUDGET & COUNCIL PLAN COMMITTEE

2.1 That the Council's performance against the Council Plan for the quarter ended 31 December 2022 be noted and any agreed comments be forwarded to the Relevant Portfolio Holder and Corporate Director of Housing, Transformation and Resources for consideration.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance against the Council Plan for the quarter ended 31 December 2022 be noted.

4.0 CURRENT POSITION

4.1 Members are referred to Appendix A of this report detailing the quarterly performance in delivery of the Council Plan.

4.2 The Council Plan was agreed by Members in October 2020. No revisions were made to the Plan for 2022/23. The Plan provides clarity of purpose for the Council allowing efficient communication of its strategic direction with the public,

stakeholders and staff. This in turn allows effective planning and prioritisation of work and supports transparency and accountability.

4.3 Services developed and timetabled the actions (the "We Will..." statements) to meet those priorities over the three years of the Council Plan. This covers a large amount of work over several years across a broad spectrum of services. The suite of indicators to support evidencing delivery during 2022/23 was agreed in March 2022.

4.4 Progress against the actions are summarised and provided in Appendix A along with quarterly reported KPIs, grouped by priority. Action progress is intended to provide information for those actions with activity of note, planned to conclude within the quarter or outstanding from previous quarters rather than an overview of all related work.

4.5 Delivery Plan at Appendix A refers to 44 items within the quarterly suite, 10 of which are 'data only' (no target). Of the 34 PIs with targets reported quarterly:

	Current Quarter	Previous Quarter*	Current vs previous Quarter*
Indicators meeting or exceeding target ('Green')	22	19	↑
Indicators narrowly missing target ('Amber')	4	7	↑
Indicators 5% or more off target ('Red')	6	8	↑
Data not yet available	1	0	↓
Data that will not be provided (reason given in Appendix comments)	1	0	↓

* In Q2 an incorrect target was applied to *WL161* Affordable Housing units via Tawd Valley Developments*. This resulted in reporting Q2 figures of 20 Green and 7 Red PIs which has been amended in the table above.

Data is not yet available for *WL132-c average days sickness* as detailed in Appendix A. Data was not collected for *ES08 % location inspections for grounds maintenance*.

4.6 Performance plans are prepared by service managers for those performance indicators where performance is below the target by 5% or more for this quarter. These plans (Appendix B) provide the narrative behind the outturn.

5.0 SUSTAINABILITY IMPLICATIONS

5.1 The information set out in this report aims to help the Council achieve its priorities and vision and should contribute to the sustainability of services and the borough. There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

7.0 RISK ASSESSMENT

7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers.

Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

8.0 HEALTH AND WELLBEING IMPLICATIONS

8.1 There are no health and wellbeing implications arising from this report. The Council Plan itself supports the improvement of health and wellbeing within West Lancashire.

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A: Quarterly Corporate Performance Delivery Report

Appendix B: Performance Plans

CORPORATE PERFORMANCE DELIVERY

Quarter 3 (October-December) 2022/23



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Progress on the Council Plan is evidenced through specific actions and indicators delivered by service and cross-organisation strategic plans.

ACTION STATUS

- Completed
- In Progress
- Check Progress
- Overdue







INDICATOR STATUS

- OK (within 0.01%) or exceeded ...
- Warning (within 5%)
- Alert (by 5% or more)
- Data only (no target)
- Awaiting data

LEAD SERVICE

FPCPS: Finance, Procurement and Commercial Property; CCS: Corporate and Customer Services; HSG: Housing Services ; ES: Environmental Services; PRS: Planning and Regulatory Services; WLP: Wellbeing and Place Services

Be a Financially Sustainable Council by 2023










Priority Actions			
We will...	Quarter delivery	Status	Lead
Review existing contract savings and work with suppliers to achieve economies of scale	The Procurement Team is now fully staffed with all officers in post. Requires focus/attention: The development of the Savings and Efficiencies Tracker continues to be work in progress. Some savings already being realised and recorded. The procurement pipeline is now in a testing phase and once complete will be shared with relevant stakeholders for comments prior to being rolled out Council wide.		FPCPS
Continuously develop, find better ways to do things and embrace new technology	Successfully implemented the migration of mobile phones to O2 network provider ensuring compliance. Developed guidance notes to aid understanding and accountability for staff in uploading strategies and policies into Pentana Policies module to give one central repository for final documentation. Updated the ICT & Data Security Policy in line with requirements of the NHS DSP toolkit. Requires focus/attention: The introduction of M365 form and flow within HR, Business Support and Business Transformation and Change services to aid visibility and demand management is still in development.		CCS
Maximise the value from existing assets and focus on value for money	Marketing strategies for the Investment Centre and general estate have been reviewed. Available units are now advertised more proactively with a greater volume of enquiries being generated.		FPCPS
Review existing contract savings and work with suppliers to achieve economies of scale	The move to managing procurement centrally will enable significant improvement and control over procurement activity. This will be a phased approach initially focusing on the areas that require most support whilst the Procurement team builds its resilience and capacity.		FPCPS
Consider the merits of all service options to ensure value for money is achieved	Project documentation for transformational work in the Our Futures programme includes sections for detailing business cases. This year the service action planning process formally embedded the link to the budget setting process to ensure budget considerations are part of the process and this will continue to be strengthened.		CCS
Make sure our internal financial and decision-making processes continue to be strong	Financial training has now been provided to Members.		FPCPS

Be a financially sustainable Council by 2023 - KPIs

Out of the 9 total KPIs within the priority, 7 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
R1 % of Council Tax collected	92.73%	79.08%	92.73%	26.94%	52.28%	79.02%	85.90%	↓	As at the end of December the service has collected £62m of the £78m liability raised for 2022/23. Performance Plan attached at Appendix B1	
R3 % of Business Rates Collected (NNDR)	93.79%	69.40%	93.79%	24.25%	57.42%	77.96%	81.85%	↑	As at the end of December 22 the service has collected £24m of the £31m liability raised for 2022/23.	
E01 % rent loss through empty commercial properties available to rent	4.2%	3.1%	4.2%	4.4%	4.7%	5.5%	10%	↓	Gradual trend upwards of vacancies continues in line with economic pressures faced by many businesses. Effort and resource are being deployed to re-let properties becoming vacant / support tenants where possible.	
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.73	100.86	100.73	103.65	99.67	100.86	100	▬		
TS11 % of rent loss through dwellings being vacant	1.18%	1.23%	1.18%	1.06%	1.14%	1.04%	1.1%	↑		
WL130 No. Service Now Customer Accounts	48,433	46,500	48,433	50,294	51,821	52,913		↑		
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	11.20	2.52	3.34	2.65	2.19		8.08		Information not yet available due to issues following changeover of HR system. This is being worked on with LCC Payroll colleagues. Information will be provided in future reports when available.	

Become a Greener West Lancashire






We will...	Quarter delivery	Status	Lead
Ensure all council buildings are operating to highest efficiency standards - insulation, design, and technology	A stock condition survey was carried out by Saville's. Properties where access was not achieved will be reattempted. The data is being uploaded onto the asset management system for sense checking and analysis ahead of decisions about investment work in line with decarbonisation.		HSG
Commit to maximising Council energy requirements from renewable sources	Internal funding was sourced to develop a de-carbonisation plan for Burscough Leisure Centre and a bid was submitted to the Public Sector Decarbonisation Scheme in October 2022. The council is expected to be notified of the outcome of this bid by the end of January 2023.		ES
Support the development of green transport	Work began on 31 new electric vehicle changepoints (with 62 outlets) in 16 residential locations in Skelmersdale and Ormskirk during the quarter. It is hoped they will be operational before the end of March 2023 although this is partially dependent on the electricity operator. An electric refuse collection vehicle was trailed for three days in October with positive feedback from the driver. The vehicle can travel up to 150 miles on a single charge. A task and finish officer group will start in spring to investigate alternative fueled vehicle options.		ES
Be a role model and lead good practice; develop a Climate Change Strategy and action plan	Following a review of the council's progress towards delivering the actions set out in the Climate Change Strategy and Action Plan 2030, a report to approve priorities for 2023/24 will be presented to Cabinet in January. Climate Change Officer is due to take up post in January.		ES
Maximise the use of solar panels on Council owned buildings and housing stock	Now that review work on the Council's position with Climate and Sustainability has concluded and the service area is fully staffed work is planned in this area for 23/24		ES
Use green credentials to form part of our procurement selection criteria	As above		FPCPS/ ES
Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint			
Increase the use of environmentally friendly products	As above		ES
Optimise the Council fleet; increase route efficiency and maximise low emissions	The action forms part of the Our Futures transformation programme. A project brief has been signed off and work is progressing.		ES
Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions	A project with Overview & Scrutiny to progress dual recycling points across the borough and linking in with Parish councils is underway. Quotes have been gathered and a budget bid made.		ES

We will...	Quarter delivery	Status	Lead
Develop a Local Plan policy encouraging green developments – green space, energy efficiency, sustainable supply chains	Policies requiring sustainable development will be embedded into the Local Plan development process currently underway.		ES
Optimise the development of solar/wind farm investment	Homes England Contingent Asset Liability Team has commissioned a third-party specialist consultant to ascertain the relevance and any value of claw back associated with the proposed solar farm site at White Moss and we are awaiting feedback.		FPCPS
Enhance green spaces promoting diverse leisure uses and explore the option of developing an Eco Park	A Tawd Valley Park Community Classroom is now functional with electricity and water supply. The facility has a living roof, rain garden and harvesting system. The roof will aide biodiversity and the water systems will help to slow the flow of water to alleviate flooding.		WLP

Become a Greener West Lancashire - KPIs
 Out of the 6 total KPIs within the priority, 3 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES01 No. grass cuts undertaken on the highway between April-October	8	8	8	3	7	8	8		Q3 target/outturn is annual outturn due to grass cutting period	
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	10	10	10	4	9	10	10		As above	
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	42.40%	42.54%	39.50%	48.75%	46.25%	43.17%	47.80%		Performance Plan provided	








Create empowered, engaged and inclusive communities

Priority Actions			
We will...	Quarter delivery	Status	Lead
Use Councillors' existing reach and influence to provide community feedback to shape decision making	A move from the Leader and Cabinet model to a Committee System of governance was approved at full Council in October 2022. Work is now underway to ensure this is in place for May 2024.		LDS
Work with partners to develop a meaningful offer to support citizens to become digitally included	The <i>We Are Digital Programme</i> concluded with an underspend from the contract. The residue of this will fund a "Train the Trainer " style workshop for colleagues and external contacts from <i>We are Digital</i> to deliver digital training in January. Tablets (27) and EE SIMs data cards (54) will be distributed through the Community Connectors team. This will be via community organisations and schemes well connected to residents who are digitally excluded due to financial reasons. A specification for procuring a more targeted face to face service for residents and tenants facing barriers to digital inclusion in 2023/24 is being finalised.		CCS
Engage with communities when making key decisions Adopt a best practice model of consultation	During the quarter we supported the review of <i>Statement of Sex Establishment Licensing Policy</i> and the <i>Public Space Protection Order - Dog Control</i> via the Engagement Portal. We also ran a survey asking Members, key staff and main stakeholders for views on the priorities in the current Council Plan to be used in the next stage of a new Council Plan development. We now have over 1,000 residents registered with the portal which is a much larger increase this quarter.		CCS
Build on and develop strengths within local communities	For Clean & Green, volunteer contact details from voluntary groups have been collated with the aim of increasing voluntary involvement with Environmental Services. A volunteer handbook is in development. Outcome of a budget bid to start a task and finish group for fly tipping and grot spots is pending. Within the Ranger Service, regular volunteering sessions have been occurring across parks and countryside sites and with the friends of Tawd Valley Park, with 190 volunteers engaged during this quarter. Community Connector teamwork has continued during the quarter as outlined below.		WLP/ ES
Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities	Internal staff within the Community Connector Team have been recruited to and aligned to the three geographical localities. Decisions are needed to determine if a neighbourhood model will be invested in by WLBC to appropriately resource the implementation and delivery of the work on a larger place-based model/scale. Externally the partners of the West Lancashire Partnership and the partnership alliance group are hoping to develop the Pivot programme and implement this early January 2023. The Community Connector Team delivered community conversations with residents and organisations in the four priority wards of Skelmersdale and Burscough and the Northern Parishes. Q4 will see the same process taking place in Ormskirk. All insight has been analysed so far and will form part of a partnership action plan. The Community Connector and Wellbeing Team have taken a focus in Burscough & the Northern Parishes during Q3 and mapped the local assets, facilities, organisations, VCFSE's, educational settings and statutory and non-statutory organisations delivering services. The Team have gathered insight from 173 residents from within the area and have attended a number of pop-up events to listen to local residents and gather information about what matters most to them. Data has been collated and an action plan being devised. Residents were all asked a series of both closed & open questions, such as "Is there anything which would help you to improve your health and wellbeing?", "Are you proud of where you live?" and "Do you have any concerns, issues about your community?"		WLP

Create empowered, engaged and inclusive communities - KPIs

Out of the 7 total KPIs within the priority, 5 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL85a Website: no. visits	540,099	157,060	198,295	230,130	195,685	164,440		↑	Most popular pages were Refuse and Recycling, Pay a Bill and Council Tax	
WL85c Website: No. of payments processed online	72,380	15,860	13,171	22,711	14,416	15,338		↓		Results are in line with previous years for Q3. Majority of payments are for Council Tax and Housing Rents
WL90 % of Contact Centre calls answered	87.8%	87.7%	87.3%	92.6%	93.2%	94.7%	88.0%	↑		
WL108 Average answered waiting time for callers to the contact centre (seconds)	150	154	163	110	99	88	145	↑		
WL101 No. Social Media Followers (WMC FB, Twitter)	14,870	14,489	14,870	15,145	15,391	15,523		↑	Slightly smaller increase than previous quarter likely due to fewer major campaigns of high interest such as Energy Bill payments and lull over Christmas period. Most popular posts include 'Calling all Fly Tipsters', Christmas Lights Switch Ons, Brightsparx fireworks/animals, Rangers work in Beacon/Abbey Lakes, Parent and Baby Swimming sessions and Recycling Wrapping paper.	

Priority Actions			
We will...	Quarter delivery	Status	Lead
Continue to drive forward the community safety agenda	Requires focus / attention: Progress currently outside of service control. The introduction of the Serious Violence Crime Duty was delayed which then impacted on the production of a Serious Violence Plan within the partnership. It has been announced that this duty will now be introduced at the end of January enabling this work to progress.		PRS
Review WLBC/public estate land holdings		Proposals for re-establishing a Strategic Asset Management Plan are currently being developed/considered.	
Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company	Northfield Phase 3 (10 homes) completed. Halton Castle (10 homes) completed in November. No further completions are due in 2022/23. Fairlie phased development is progressing to plan and due to complete in full by May 2024. Draft policies have been prepared and will be considered by Cabinet in March in a report called "Affordable Home Ownership Products".		TVD / HSG
Review our Housing Strategy	A report to Cabinet in November considered the link between HEDNA publication and housing strategy development. Cabinet resolved to extend the operating period for the existing housing strategy to March 2024. A new housing strategy development timetable will be established following HEDNA publication.		HSG
Get the right mix of properties for each community	The responses to the Scope, Issues and Options consultation of the Local Plan are continuing to be summarised and emerging themes are being collated. A summary report of the consultation will be presented to Members in early 2023.		PRS
Identify strategic regeneration areas and investment plans			
Increase the supply of homes to bring cheaper private rents/more choice	The Environmental Enforcement Team have been shortlisted for the Community Engagement Award at the Keep Britain Tidy Local Authority Network Awards 2023. This is for the Community Skip and Information Days held in June/July and October/November as part of Bright Sparx. The information day was held in October. The Clean and Green structure will be looked at throughout the year to tie in with service demand and existing staff will continue to be trained and developed.		ES
Deliver high quality street cleansing services based on demand			
Develop environment ward reports for members	The first 'Environmental Services Update' was released on 1 December and will appear in the monthly Member Updates delivered by Digital Communications.		ES






A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire - KPIs

Out of the 22 total KPIs within the priority, 15 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES04 % locations inspected falling into categories A/B - Litter (cumulative) ¹	N/A	100.0%	N/A ³	95.1%	99.1%	98.2%	97.0%	↓		✓
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative) ¹	N/A	100.0%	N/A ³	100.00%	100.00%	100.00%	97.00%	▬		✓
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative) ¹	N/A	00.00%	N/A ³	00.00%	08.33%	00.00%	05.00%	▬		✓
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative) ¹	N/A	100.00%	N/A ³	100.00%	94.79%	N/A ²	95.00%	/	Data not available as there were below expected visits for the quarter. This was due to a training issue where inspectors didn't realise that Grounds Maintenance Inspections happen throughout the year and not just in grass cutting season. This has now been rectified however data cannot be provided retrospectively for the period.	?
ES11 % locations inspected falling into categories C/D - Detritus (cumulative) ¹	N/A	04.40%	N/A ³	16.44%	05.21%	09.91%	05.00%	↓	Performance Plan provided at Appendix B2	⛔
ES19a % successful planned bin collections (grey)	99.2%	98.9%	99.26%	99.80%	99.80%	99.80%	97%	↓		✓
ES19b % successful planned bin collections (blue)	99.89%	99.82%	99.91%	99.92%	99.92%	99.91%	97%	↑		✓
ES19c % successful planned bin collections (brown)	97.94%	99.68%	99.93%	99.63%	99.84%	98.67%	97%	↓		✓
ES19d % successful planned bin collections (green)	99.15%	99.85%	99.91%	99.93%	99.94%	99.80%	97%	↓		✓
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	99.9%	99.9%	99.9%	99.9%	99.9%	100.0%	100.0%	↑		✓
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	96.5%	96.7%	96.5%	96.0%	96.3%	94.1%	100.0%	↓	Performance Plan attached at Appendix B3	⛔

A clean safe environment with affordable homes to buy or rent for everyone in West Lancashire - KPIs

Out of the 22 total KPIs within the priority, 15 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	N/A ⁴	100.0%	100.0%	100.0%	98.5%	100.0%	/	We have 1 inspection outstanding and that is due to be completed by end of February 2023	
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	N/A ⁴	100.0%	100.0%	100.0%	99.7%	100.0%	/	We have 4 assessments that need completing and inspections are to be completed by February 2023	
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	N/A ⁴	100.0%	100.0%	100.0%	100.0%	100.0%	/		
WL161 Affordable Housing units via Tawd Valley Developments	44	29	2	0	17 ⁵	20	10		All units for 2022/23 have now been completed (10 from phase 3 of Northfield development planned for Q3 and 10 from Halton Castle delayed from planned Q2 completion). These completions mean that the annual target of 37 has now been met.	








¹ ES04, 06, 07, 08 and 11: annual outturn based on position at Q3 since Q4 inspection not carried out due to resource/capacity issues within the service. This was addressed for Q1 22/23;

Insufficient area inspections were submitted to generate scoring through the Land Audit Management System quality inspection model;

Surveys and validation of data meant data for HS 29/30/31 in Q3 21/22 was not available.

⁵0 units were delayed during quarter 2 (Halton Castle) and these should have been included in the Q2 target (27 not 17). Outturn value is unaffected.

Everyone to be healthy, happy, safe and resilient

Priority Actions			
We will...	Quarter delivery	Status	Lead
Deliver our people strategy with Council staff that results in a continuously improving culture	<p>The Council has successfully rolled out a suite of new starter policy induction sessions on various topics, such as the Code of Conduct and expected behaviours. The Council has provided staff and customers with support mechanisms to help with the cost of living crisis and Oracle Fusion has been rolled out.</p> <p>Requires focus/attention: Focus will be on the roll out of an updated probation policy/system, the appraisal process and the induction course, along with continued work on recruitment strategies. In addition, a key area of work is the appointment of a new e-learning provider and the system's rollout.</p>		CCS
Deliver our financial inclusion strategy and action plan	<p>Requires focus/attention: Pre-tenancy awareness training is being developed and furniture recycling programme investigated for tenants. For the pre-tenancy awareness training we are in the process of procuring a new corporate training system which will host the pre-tenancy learning. The aim is to have this up and running in Q1 23/24. We have agreed a space for the furniture project and this is in the process of being cleared and final processes are in the process of being agreed with training to relevant staff to be delivered in April 23 with the project to start thereafter.</p>		HSG
Deliver our health and wellbeing strategy embedding school initiatives	Discussions have taken place to develop a Health and Wellbeing Action Plan. This will link to external National and Regional health and wellbeing strategies and be tailored to the needs of West Lancashire. An internal Health Inequalities Group will be established January 2023.		WLP
Work with partners to focus on prevention and reducing health inequalities	<p>650 food parcels were delivered by WLBC Caretaking Team and Shares Lancashire to children and young people in receipt of free school meals (FSM) in the last week of term. 250 food parcels were funded by the ICB utilising funding to add support and enable families who are not in receipt of FSM but living in crisis access to a food parcel. A Christmas delivery programme was delivered for 6 days over the festive period, including panto, cinema arts and craft sessions for families all-inclusive of food.</p> <p>The new Workplace Health Champion Tutor took up post in December and will be engaging with staff and local businesses and promoting good working practices, encouraging and informing employers about the business benefits of staff wellbeing.</p>		WLP
Facilitate and co-ordinate Food Insecurity Action Plan	Food Insecurity Action Plan is progressing with meetings scheduled with Financial Inclusion, Digital Communications and Community Engagement teams to discuss how the council can work in partnership to support the actions. Healthy Start Voucher/Card scheme has been promoted further on various council and community social media platforms.		WLP
Bring in additional money/services to support our most deprived areas	<p>A number of community funding streams have been promoted through the Community Sector Open Forum and Food Insecurity Network such as the Healthy Neighbourhoods Fund (ICB and WLCVS).</p> <p>Now delivering a service alongside youth zone targeting NEETs. 'Take 5' 6-week course delivered with family and wellbeing hubs (an employability warm hub) Working alongside homeless team at WLBC to work with a new target audience.</p>		WLP
Develop a quality range of health, wellbeing and leisure facilities and services	<p>Pre-planning works for the new Hubs began in November for an anticipated application in April. The result of the WLBC Levelling Up Fund (LUF) bid for £13.1 million was unsuccessful. Development is not entirely dependent on the bid. WLBC will be applying for Round 3 LUF.</p> <p>Approval was given for the closure of the Golf course at Beacon Country Park at full Council in December and for Officers to undertake an options appraisal for how the area may look and develop in the future.</p>		WLP









Everyone to be healthy, happy, safe and resilient - KPIs

Out of the 15 total KPIs within the priority, 12 are reported quarterly.









Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	327	118	37	41	66	94	105	↓	Targets set by Active Lancashire based on previous staffing complement. Head of Service decision Plan not required as would not improve performance.	
WL157a No. visits to leisure facilities	485,916	137,467	155,472	147,055	130,045	137,495	145,000	↑	The outturn for Q3 has been impacted by a new 24hour gym facility opened in Ormskirk during the quarter. Head of Service decision Plan not required due to the reason for the underperformance. In addition, the overall performance of the contract has exceeded the target for January and therefore puts us on a very positive footing for 2023.	
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	333	130	116	559	283	342	55	↑	Participants from Edge Hill Mela, ABCD, Walks, LAL, Staff Health Checks, Concourse Open Day, Mini Health Checks (Community Lives Matter), Sewing Room	
WL151a Number of new clients attending vocational training	202	126	33	41	60	64	37	↓	Uptake has slowed due to other projects taking form. However, with the inclusion of Business Health Matters from December we expect this to have increased again by Q4.	
WL153a Total no. of partners working with Wellbeing and Leisure Service	72	87	72	38	42	86	60	↓	Figure includes all new Business Health Matters partners via social media, 24 new partners engaged with via Community Connector Team and 15 via Regeneration and Economic Regeneration.	
WL159 No. attending parks and countryside events and activities	3,163	208	240	12,363	14,341	3,114	3,000	↑		
B5 Speed of Processing Housing Benefit	N/A PI not developed at this time			6	5	5	12	/		
TS52 No. tenants accessing money advice service	2043	548	618	486	565	486		↓		

Everyone to be healthy, happy, safe and resilient - KPIs

Out of the 15 total KPIs within the priority, 12 are reported quarterly.






Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
TS53 No. tenants supported with Food Poverty advice	304	66	104	89	117	204		↑		
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	36	8	11	1	15	27		↑		
TS55 No. tenants provided with fuel poverty advice	110	6	4	34	90	81		↑		
WL165 % Staff Turnover Rate	N/A PI not developed at this time			5.04%	2.57%	2.93%		/		


Support businesses to adapt and prosper

Priority Actions			
We will...	Quarter delivery	Status	Lead
Develop the market offer and reinvigorate Ormskirk's Eastern gateway	<p>Bus station is planned for opening in February. Develop the market offer activity previously completed. Further review work will be undertaken next year.</p> <p>Requires focus / attention: Ormskirk Eastern Gateway is progressing and is now forecast for completion by May 2023 (from December 2022). Delays mainly due to prolonged cold spell which prevented paving been laid.</p>		WLP
Adopt an inclusive procurement approach which supports local businesses to tender for opportunities	<p>A decision has been taken to centralise the Procurement Team and to create capacity within this core function. New procedures have been put in place to ensure that all appropriate tenders are advertised through the appropriate channels including Social Media. Lunch and Learn session for officers on Contract Management and associated risks are scheduled early in 2023. "</p> <p>Requires focus / attention: "Procurement officers are attending external training in relation to contract management and supplier relationships in order to develop and deliver this training to appropriate staff across the Council. The Website continues to be developed as the team embed and develop new procedures and processes".</p>		FPCPS
Lead the regeneration of Skelmersdale Town Centre	<p>Requires focus / attention: Masterplan cannot be agreed until the public consultation is completed. This will now take place after the by-election on 9th February 2023</p>		WLP
Promote West Lancashire as a place to invest through the Skelmersdale Place Board & Ambassadors	<p>Requires focus / attention: This work will be relaunched before the end of 2022/23.</p>		WLP
Support the recovery and growth of existing and new businesses	<p>Awaiting timeframe for the Local Plan before the scope of the Economic Development Strategy can be determined. Strategy is not expected to be in place until December 2023.</p>		WLP
Create enlivened town centres offering diverse leisure opportunities and nighttime economy	<p>Discussions with Event Stakeholder Group which includes local town centre businesses and with artisan market company to plan a programme of events for the full calendar year.</p>		WLP
Develop a strong web presence which positively promotes West Lancashire	<p>The action forms part of the Our Futures transformation programme. Legal and Procurement have been engaged to support the contract award and third-party provider met with to agree scope.</p>		CCS
Signpost and support businesses to innovate and diversify	<p>Two Boost Business Lancashire events were held, one in October, one in November. A Green Tourism webinar was held further promoting the scheme. The service will continue to support businesses through core service provision for example in response to queries around start-ups, skills & training options, finding commercial land and property, networking, funding and other opportunities.</p>		WLP

Support businesses to adapt and prosper - KPIs

Out of the 7 total KPIs within the priority, 2 are reported quarterly.

Performance Indicator	2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time (within quarter)	93.21%	93.12%	91.92%	94.12%	93.81%	97.38%	98.75%		Teams have worked hard to achieve target and process invoice within 30 days were possible with the Creditors Service working directly with services to review processes, where performance was under target. More detail to support and improve process has been added to the monthly communication to managers around the Creditor Payment Performance Summary Report. It is anticipated that performance in this area will further improve following the implementation of the new Civica system in April 2023.	
ER09 Number of businesses added value to via business support, property searches, skills and employment	925	254	628	15	11	110			Figures from two Boost Business Lancashire events, general referrals to partners and external organisations and businesses who attending a Green Tourism webinar.	

PERFORMANCE PLAN				
Indicator	R1 - % Council Tax collected (current year)			
Quarter Target	85.90%	Quarter outturn	79.02%	
Reason(s) for not meeting target				
Performance impacted by Borough Council decision to suspend Statutory Recovery processes whilst delivering Energy Rebate Scheme.				
Additional commentary / background				
<p>Council Tax collection has been impacted because of the decision to cease statutory recovery from February 2022. This decision was made by Head of Service/Service Manager to initially support the transition of the call handling service for Revenues and Benefits from LCC Customer Access Service into WLBC Customer Services Contact Centre. The service was successfully insourced in March 2022, however the pause on statutory recovery was extended following the government's announcement instructing LA's to deliver various energy and council tax support schemes.</p> <p>The Service has successfully administered all support packages announced by Government in terms of the Energy Rebate, Discretionary Energy Rebate Scheme, and the Household Support Fund (HSF).</p> <p>The reintroduction of statutory reminders commenced in October 2022, this included first, second, final reminders and liability orders at Magistrates Court. This is a significant function that will be key in supporting the delivery of the services performance plans.</p> <p>Signposting for any customers who may need extra support through this process is being offered.</p> <p>For noting, the timing of the Local Council Tax Discretionary Energy Support Scheme launch coincided with the energy price increase which took effect from 1st October 2022. In addition, Government extended the Household Support Fund (HSF) scheme which is also open to applicants at present. These schemes are providing additional support to customers over the winter months.</p> <p>It should be noted that whilst the PI is under target, as at the end of December 22, the service has collected £62m of the £78m liability raised for 2022/23.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Review performance indicator target to reflect changing conditions			Year End (Complete – proposal put forward)	

<p>Reinstate recovery post Liability Order, for example if customer does not contact to make a suitable arrangement the following can be actioned:</p> <ul style="list-style-type: none"> • direct Attachment to Benefits (fixed deduction per week) can be issued • Attachment to Earnings (% based on) • Issue 14 Day Enforcement Notices, • Instruct Enforcement Agents to proceed on cases they were dealing with pre covid. • As a last resort, escalate cases to Enforcement Agents for collection 	<p>Year end (process agreed but not yet due to be actioned)</p>
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Improvement expected:


Improvements in performance may not be reflective until Q4. Whilst normal recovery processes will be resumed and implemented in a timely manner ensuring all scheduled notices meet the timelines, there remains some uncertainty about customers' ability to pay, given the current financial crisis.

The Customer Services team along with the back-office team will ensure that full support is given to signpost and support vulnerable customers who are struggling to pay working closely with other services both internal and external.

The HoS has requested monthly monitoring of recovery performance to monitor progress.

Plan prepared by Revenues Manager

PERFORMANCE PLAN				
Indicator	HS28: % of Properties with a Valid Electrical Installation Condition Report			
Quarter Target	100%	Quarter outturn	94.1%	
Reason(s) for not meeting target				
Outstanding electrical safety certificates are principally as a result of access issues.				
Additional commentary / background				
<p>Whilst this performance indicator does not relate to a statutory requirement it is considered best practice to demonstrate electrical installations are kept in a good condition. It relates to public buildings, communal areas and homes.</p> <p>6,236 reports were due as at the end of December 2022 and 5,866 had been completed. Failure to meet the target was principally due to issues gaining access into council housing.</p> <p>The performance will improve as we gain access to the properties. We anticipate the performance will steadily improve towards the end of the financial year. End of fourth quarter – 97% with continuous improvement into the new financial year.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • Pursue access rigorously, as per gas procedure, including legal action. • Start the re-surveys early to ensure adequate time to resolve access issues prior to expiry. • Continue with ongoing attempts to gain access in parallel with legal process. • Validation of stock reports • Weekly monitoring of progress 				
Action plan				
Tasks to be undertaken			Completion due date	
Secure all access information from electrical contractor.			31.03.2023	
Support with access arrangements making direct contact with customers; phone, texts, emails and door knocking.			On-going	
Prepare Legal packs to enforce tenancy agreement.			31.03.2023	
Weekly and monthly monitoring of progress			On-going	
Improvement expected:				
<p>The monitoring of the outstanding electrical testing properties will be a continual process that will be managed and monitored every week and reported monthly. This will be similar to the gas process currently undertaken and should keep the outstanding electrical properties to a manageable level.</p> <p>Improvements to the performance will be realised in quarter 4 and continue into Quarter 1 of the new financial year.</p>				
Plan prepared by: Interim Compliance Manager				

PERFORMANCE PLAN				
Indicator	% locations inspected falling into particular categories			
Quarter Target	47.8%	Quarter outturn	43.2%	
Reason(s) for not meeting target				
<p>In Q3 the indicator <i>NI192* Percentage of kerbside household waste sent for reuse, recycling and composting</i> has flagged as below target.</p> <p>Whilst we have seen a reduction in our recycling rates for this year and for Q3, this would be expected and are a result of the reduction in presentation of garden bins, in comparison to the summer months. Q3 rates increased in comparison to Q3 2021/22, from 42.54% to 43.17%. Currently 38% of our recycling rates are from organic waste (defined as garden and food waste). With record temperatures in the summer of 2022, we saw a reduction in grass cutting which has had a direct impact on our recycling rates.</p>				
Additional commentary / background				
<p>Recycling rates in West Lancashire were higher than the average for English Councils, based on the latest DEFRA report published for 2020/21. WLBC achieved a rate of 46.7% and the average was 43.8% for England. For the year of 2020/21 we were ranked at a very respectable 77th out of 219 English Councils.</p> <p>We will continue to strive to increase our recycling rates with community engagement and education along with encouraging behavioural change.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Building our relationships with community groups through partnership working			Ongoing through to Q4 2023 - 2024	
Outreach to marginalised and isolated groups within the community who will benefit from engagement			Ongoing through to Q4 2023 - 2024	
Increase our presence at community hubs/events, and areas of high footfall across the borough.			Ongoing through to Q4 2023 - 2024	

Increase our presence at community hub/ events and areas of high footfall across the Borough	Ongoing through Q4 2023 - 2024
Improving our current communications through promotional materials supported by digital communication, garden waste campaigns including annual renewal, with some key messages for local communities	Ongoing through Q4 2023 - 2024
Improvement expected: Increased recycling weights and a decrease in residual waste	
Plan prepared by: Technical Services Manager	



BUDGET/COUNCIL PLAN COMMITTEE:
28 February 2023

LANDLORD SERVICES COMMITTEE:
2 March 2023

Report of: Head of Finance, Procurement and Commercial Services

Relevant Portfolio Holder: Councillor N. Pryce-Roberts

Contact for further information: Peter Quick (Extn. 5203)
(peter.quick@westlancs.gov.uk)

SUBJECT: HRA REVENUE AND CAPITAL Q3 REVIEW

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide a summary of the Housing Revenue Account (HRA) and Housing capital programme positions for the 2022/23 financial year.

2.0 RECOMMENDATIONS TO BUDGET/COUNCIL PLAN COMMITTEE

2.1 That the HRA revenue and capital budget position for 2022/23 be noted

3.0 RECOMMENDATIONS TO LANDLORD SERVICES COMMITTEE

3.1 That the HRA revenue and capital budget position for 2022/23 be noted.

4.0 BACKGROUND

4.1 In February 2022, Council agreed the HRA revenue and capital budgets for the 2022/23 financial year, in the context of energy and other cost pressures along with materials shortages, reported through 2021/22. Subsequently, the emerging cost of living crisis worsened. This was further exacerbated when Russia invaded Ukraine.

4.2 Q1 and Q2 HRA revenue and capital budget monitoring have reflected the position at that time in the changing financial and economic landscape. Additional pressures have also emerged during the year.

5.0 HRA – 2022/23 Financial Position and Q3 Projected Outturn

- 5.1 A summary of the projected HRA revenue outturn against the current budget is set out in the table below. The HRA is expected to outturn around £260k, (0.95%), over the expenditure budget of £27,433k. At mid-year outturn was expected to be marginally below budget. If outturn is over budget then it will be funded from balances in the budget savings and efficiency reserve.
- 5.2 The main changes from the mid-year forecast relate to staff costs and premises-related costs.
- 5.3 The mid-year forecast accounted for the expected pay uplift over the amount budgeted, Q3 recognises the actual cost of uplift to employees, (run rate), as well as the use of agency to fill vacant posts pending recruitment. There is also some unbudgeted cost in relation to work on reviewing the Property Services structure which has been funded from budget contingency.
- 5.4 Pressure on premises related costs reflect the ongoing costs of energy, (aside from the district heating account), contract pressures, and disrepair claims.
- 5.5 There are a small number of budget virements, (each below £10k), and technical adjustments that have marginally changed the structure of the expenditure budget, but not the overall value.

Budget Area	2022/23 Latest Budget £000	Q1 Var. £000	Q2 Var. £000	Q3 Var. £000	Comment
Employee Expenses	3,884	-230	-100	150	Pay settlement more than budgeted, increased use of agency staff to cover vacant posts, plus unbudgeted work on review of Property Services structure, funded from contingency.
Void repairs and response repairs	4,504	0	250	250	2022/23 contract variation.
Other premises costs	3,708	550	0	100	£350k District Heating – debtor to zero at year end. £100k other energy costs, disrepair costs and various smaller budget pressures.
Transport costs	162	0	0	10	Vehicle recharges.
Budget contingency	390	-100	-80	-50	Most contingency expected to be used.
Supplies and Services	1,254	-100	-50	-50	Cumulative from various budgets, net outturn expected is a modest favourable position.
Support Services and internal income (net)	2,627	0	0	0	
Loan interest & Contribution towards Repayment	3,419	0	0	0	
Contributions to capital	7,485	0	0	0	
Dwelling rents	-24,300	-100	-50	-50	TVD stock increases during year. 70 rtb sales expected based on run rate.
Other external income	-3,133	-20	-50	-100	Furnished lettings service. 70 rtb admin fee income.
Total	0	0	-80	260	

6.0 CAPITAL INVESTMENT PROGRAMME

6.1 The table below shows the capital budget position at the end of **December 2022**.

Scheme	2022/23 Revised Budget £000's	Q3 Actual £000's	% Spend to date
Roofing	2,105	1,519	72%
External Works	1,396	240	17%
Windows & Doors	873	11	1%
Heating	851	1,071	126%
Kitchens	740	9	1%
Bathrooms	478	14	3%
Communal Services	325	175	54%
Fire Safety Works	177	139	79%
Walls	60	0	0%
Electrics	0	0	0%
Housing Capital Investment Plan	7,005	3,178	45%
Carbon Neutral Dwellings	1,089	0	0%
Digmoor Regeneration	1,000	0	0%
Change in Standard for Smoke Detection	629	714	114%
Salary costs & Professional Fees	600	525	88%
Disabled Adaptations	400	203	51%
Contingency	300	95	32%
Sheltered Housing Upgrades	280	46	16%
Environmental Programme	275	9	3%
Lifts	140	0	0%
Purchase Service Charge Software	39	1	3%
Abritas upgrade	36	36	100%
Digital Schemes Sheltered	12	0	0%
Other Housing Schemes	4,800	1,629	34%
Capital Expenditure	11,805	4,807	41%
TVDL Expenditure	9,781	2,667	27%
Total Expenditure	21,586	7,474	35%

Funded by	2022/23 Revised Budget £000's	Q3 Actual £000's	% Spend
Revenue contributions/MRR	7,434	4,707	63%
Borrowing	11,042	0	0%
HE Grants	3,110	2,795	90%
HE Grants deferred to future periods		-28	
Total Funding	21,586	7,474	35%

6.2 Total expenditure on the capital programme to date is £4.8m which represents 41% of the total revised budget. The Housing capital budget tends to profile with more expenditure later in the financial year.

6.3 £2.795m of Homes England grants have been received in 2022/23 relating to Halton Castle, Northfield and Fairlie.

7.0 SUSTAINABILITY IMPLICATIONS

7.1 Careful monitoring of the budget position helps ensure that the HRA remains able to deliver services and is financially sustainable in the medium term. This supports the aim that local people should receive good quality homes for a fair and appropriate rent

8.0 RISK ASSESSMENT

8.1 The formal reporting of performance on the Housing Revenue Account is part of the overall budgetary management and control framework that is designed to minimise the financial risks facing the Council. This process is resource intensive for both Members and Officers but ensures that a robust and achievable budget is set

9.0 HEALTH AND WELLBEING IMPLICATIONS

9.1 The health and wellbeing implications arising from this report will be dependent on the particular circumstances for that budget.

Background Documents

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

Equality Impact Assessment

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

Budget / Council Plan Committee Work Programme – 10 January 2022

Date	Items
28 February 2023	<ol style="list-style-type: none"> 1. Review a Version 1.0 of new Plan – based on views on current Plan and agreed principles and approve for Councillor workshop 2. Quarter 3 Council Plan Monitoring Report
15 March 2023	<ol style="list-style-type: none"> 1. Councillor Workshop – to seek views on the revised Plan
24 May 2023	<ol style="list-style-type: none"> 1. Review a Version 2.0 of new Plan – incorporating workshop feedback and approve draft for public consultation. 2. Quarter 4 Council Plan Monitoring Report
12 September 2023	<ol style="list-style-type: none"> 1. Review Version 3.0 of new Plan – incorporating public consultation and approve for consideration by Executive Overview & Scrutiny (Sept 2023)/Cabinet (Sept 2023)/Council (Oct 2023) 2. 2023-24 Quarter 1 Revenue and Capital Monitoring HRA (Housing Revenue Account) 3. 2023-24 Quarter 1 Revenue Monitoring GRA (General Revenue Account) 4. 2023-24 Quarter 1 Capital Monitoring GRA (General Revenue Account) 5. 2023-24 Quarter 1 Treasury Management & Prudential Indicators 6. Medium Term Financial Strategy Update 2023/24-2025/26 7. Quarter 1 Council Plan Monitoring
7 November 2023	<ol style="list-style-type: none"> 1. 2023-24 Quarter 2 Revenue and Capital Monitoring HRA (Housing Revenue Account) 2. 2023-24 Quarter 2 Revenue Monitoring GRA (General Revenue Account) 3. 2023-24 Quarter 2 Capital Monitoring GRA (General Revenue Account) 4. 2023-24 Quarter 2 Treasury Management & Prudential Indicators 5. Medium Term Financial Strategy Update 2023/24-2025/26 6. Quarter 2 Council Plan Monitoring Report

23 January 2024

1. DRAFT HRA BUDGET REPORT 24-25
2. DRAFT GRA BUDGET REPORT AND MTFS UPDATE 24-25
3. DRAFT GRA CAPITAL PROGRAMME 24-25 - 26-27
4. DRAFT CAPITAL STRATEGY REPORT 24-25
5. DRAFT TREASURY MANAGEMENT STRATEGY 24-25