CABINET: 9 MARCH 2021

EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE:
25 MARCH 2021

Report of: Corporate Director of Transformation and Resources

Relevant Portfolio Holder: Councillor I Moran

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SUBJECT: CORPORATE PERFORMANCE REPORTING 2021/22

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek approval for the Corporate Performance Reporting plan for 2021/22.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the suite of Key Performance Indicators (KPIs) and targets in Appendix A are approved and adopted for reporting alongside an associated Council Plan Corporate Delivery Plan to evidence progress with the Council Plan.

2.2 That the Corporate Director of Transformation and Resources, in consultation with the Leader of the Council as Portfolio Holder, be authorised to finalise and amend the suite (Appendix A) having regard to agreed comments from Executive Overview and Scrutiny Committee made on 25 March 2021, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.

2.3 That the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Executive Overview & Scrutiny Committee on 25 March 2021.

3.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

3.1 That the Committee consider the suite of Key Performance Indicators 2021/22 (Appendix A) and agree comments as appropriate

4.0   CURRENT POSITION

4.1   The new Council Plan was agreed at Council in October 2020 detailing the Vision and Priorities for the organisation for 2021/2023. 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.

4.2   Services have now 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. Progress against these actions will be summarised and reported to Members along with the supporting KPIs on a quarterly basis as a Corporate Performance Delivery Plan.

4.3   A revised suite of indicators to better reflect the strategic priorities and associated actions (Appendix A) has been developed. The intention is that KPIs reviewed by Members will now have a much stronger relevance to the Vision and Priorities of the Council and less focus on elements of service outputs, reflecting Members role in the implementation of the Council Plan. Service information will however still be used and actively monitored by Managers and Heads of Service to ensure effective operational delivery.

4.4   There are some gaps in KPIs when aligned against the full detail of the Council Plan however the reporting is aimed at the first year. As the Plan progresses development of further KPIs will be progressed as appropriate for monitoring delivery in subsequent years.

4.5   Targets for the KPIs in Appendix A have been set after consideration by services to be challenging but realistic based on current expectations and Cabinet is asked to agree these targets for the coming year. An important factor for performance for the coming year in many service areas will however be the ongoing impacts of the COVID pandemic. Current year performance in the majority of cases will have been affected by this and impact will continue for an uncertain period of time into 2021/22. In addition to KPIs, information of 'data only' is provided where targets have not been set, with explanations provided in the Appendix. It should be noted that not all KPIs will have a quarterly outturn.

4.6   Previously an annual suite of PIs has had targets agreed by Cabinet as a separate exercise to changes to the Council Plan. It is proposed that in future any refresh/development of the Council Plan or review of KPIs / targets will be done together so that they are not considered in isolation.

4.7   Explanations of underperformance and activity to address this within actions or KPIs will be provided within the report.

5.0   SUSTAINABILITY IMPACTS

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 as a whole. 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   The Council Plan aims to ensure the Council is able to continue to pursue its objectives, within the resources available and can monitor and manage use of those resources. An agreed Council Plan will assist in shaping budget decisions and enable clear priorities to be set for services. There are no direct financial or resource implications arising from this report.

7.0   RISK ASSESSMENT

7.1   The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant risk registers. Having well-defined priorities means that attention and resources can be effectively focussed on managing, monitoring and achieving the Council's core objectives and reduces the risk of not doing so. Monitoring and managing the priorities, actions and KPIs is therefore an essential part of delivering the plan.

8.0   HEALTH AND WELLBEING IMPLICATIONS

8.1   The Council Plan supports health and wellbeing within West Lancashire in a variety of ways. The priority *Everyone to be healthy, happy, safe and resilient* specifically outlines what we want and what we intend to do to achieve this. In addition, a positive impact on Health & Wellbeing will also be achieved through the wider work of the other priorities and actions of the plan.

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: Proposed KPIs 2021/22

APPENDIX A - PROPOSED KPI SUITE 2021/22

Frequency	Want	Measure	Why is this measured?	Target 2020/21	Outturn 2019/20	Proposed target 2021/22	Comment	Service
Priority: Create empowered, engaged and inclusive communities								
Q	To improve customer satisfaction	WL90 % calls answered	How efficient is the access channel?	88%	85.90%	88%		CCS
Q	To improve customer satisfaction	WL108 Average time to answer calls	How efficient is the access channel?	145	121	145		CCS
Q	Our citizens to access the benefits of being digitally engaged	WL131 No. Social Media Followers (WLBC FB, Twitter)	How effective is our social media offer for providing information to citizens?	+5% /Q	9,567	Data only		CCS
Q	Our citizens to access the benefits of being digitally engaged	WL85a Website: no. visits	How effective is the website for providing information?	Data only	648,500	Data only		CCS
Q	Our citizens to access the benefits of being digitally engaged	WL85c No payments processed online	To what extent do customers take advantage of digital services?	Data only	64,990	Data only		CCS
A	To improve customer satisfaction	CIT03 Satisfied with how WLBC runs things	Demonstrates understanding/awareness of council activity and how it is carried out. How well do we promote a positive image / celebrate the good work of the Council?	N/A	51%	Data only	Data only since reliant on perception of services from varying response group and not a measure of service performance.	CCS
A	Healthy resilient and engaged communities that work together to improve the places they live and work	CIT16 % residents who feel that they belong to their local area	Demonstrate sense of community To what extent are people 'satisfied/content/fulfilled' whilst being residents in West Lancs?	N/A	65%	Data only	As above	CCS
Priority: Support business to adapt and prosper								
Q	To support our businesses to succeed and grow	BV8: % invoices paid on time	To what extent do we support business? Prompt payments to businesses - good customer.	98.75%	98.34%	98.75%	Target unchanged since target not achieved since Q1 19/20 and processes around invoices currently under review	CCS
Q	To support our businesses to succeed and grow	NEW: Value of business support grants allocated and processed	To what extent do we support business?	N/A	N/A	Data only	Data only based on value of COVID-related government grant schemes distributed to WL businesses	CCS
A	West Lancashire to be the place of choice to locate your business	ER07 No. businesses signed up to Skelmersdale Ambassadors	Promote a local business community to create support for local area. How successful are we at facilitating a WL businesses 'community'? To what extent do we promote West Lancs as a place of choice to businesses?	Data only	34 to October	40	To note impact made on business due to COVID19 is not yet clear	CCS
A	Our 3 towns to be thriving hubs for their communities	NEW: Vacancy levels - Vacant units in Burscough	Vibrancy of retail hubs Do we understand how appealing the town centres are for businesses?	Data only	N/A (0% 18/19)	0%	Contextual as not all Council control. Reducing vacancy rates will be challenging in light of economic impact of COVID, as such targets involve keeping vacancy levels at 2018/19 levels.	GDS
A	Our 3 towns to be thriving hubs for their communities	NEW: Vacancy levels - Vacant units in Ormskirk	As above	Data only	N/A (9.4% 18/19)	9%	As above	GDS
A	Our 3 towns to be thriving hubs for their communities	NEW: Vacancy levels - Vacant units in Skelmersdale	As above	Data only	N/A (18% 18/19)	18%	As above	GDS
Q	To support our businesses to succeed and grow	ER09 No businesses added vlaue to via support i.e property searches, skills and employment	To what extent do we provide help/guidance/support to new or established businesses?	Data only	N/A	Data only	Target N/A since customer driven demand	CCS
Priority: Become a Greener West Lancashire								
Q	To minimise waste disposal and improve recycling services to meet national targets	NI192 % of kerbside household wast sent for reuse, recyling and composting	How is the Council improving its recyling performance?	50%	41.39%	51%	Incremental increase .	ES
Q	To minimise waste disposal and improve recycling services to meet national targets	NI191 kerbside residual wast per household (kg)	How is the Council improving its recycling performance?	500	541.32	500		ES
Q	To safeguard the natural landscape and maintain our green environment	ES01 - grass cuts highway	To what extent does the council care for the presentation of the borough/green environment	8	7	8	Contractual target	ES
Q	To safeguard the natural landscape and maintain our green environment	ES02 - grass cust sheltered	To what extent does the council care for the presentation of the borough/green environment	10	9	10	Contractual target	ES
Q	To safeguard the natural landscape and maintain our green environment	WL17: No. attending parks and countryside events/ac	To what extent does the council promote diverse leisure use of green spaces?	N/A	63,547	5,500	Significantly lower target due to uncertainty about mass participation events being held.	WLS
A	To safeguard the natural landscape and maintain our green environment	CIT07 - % residents satisfied with parks and open spaces	How well do we promote leisure uses in our green spaces?	N/A	49%	Data only	Data only since reliant on perception of services from varying response group and not a measure of service performance.	CCS
A	Council housing stock to meet high standards of efficiency - insulation, design, technology	HS14 % non Decent Homes	To what extent is our housing stock efficient?	0.10%	0.03%	0.10%		HRS

Priority: Be a financially sustainable Council by 2023

Frequency	Want	Measure	Why is this measured?	Target 2020/21	Outturn 2019/20	Proposed target 2021/22	Comment	Service
Q	To continue to improve the efficiency and effectiveness of service provision	WL132 sickness absence	What resource do we have to deliver our priorities? To what extent do our services provide value for money?	8.08	10.46	8.08	Target of 8.08 has previously been difficult to achieve.	CCS
Q	To continue to improve the efficiency and effectiveness of service provision	R3 NNDR collected	Manage collection due How effectively are we managing the services behind the income streams?	97.20%	98.02%	97.20%	Performance directly impacted due to COVID. The service will transition back in house from 1 April 2021 and then be reviewed. Therefore a first year 'monitoring period' target is being applied whilst the overall performance of the service is understood with a view to service improvement.	CCS
Q	To continue to improve the efficiency and effectiveness of service provision	TS11 % of rent loss through dwellings being vacant	Minimise empty dwellings How effectively are we managing the services behind the income streams?	0.99%	0.87%	0.99%	Given the difficulties this year and the impact of Covid on performance we should continue to aim for the same targets that we set last year for the new financial year	HRS
Q	To continue to improve the efficiency and effectiveness of service provision	Ts1a % rent collected	How effectively are we managing the services behind the income streams?	100.04%	101.74%	100.04%	As above	HRS
Q	To continue to improve the efficiency and effectiveness of service provision	R1 Ctax collected	How effectively are we managing the services behind the income streams?	97.10%	96.29%	97.10%	As above	CCS
Q	To continue to improve the efficiency and effectiveness of service provision	NEW:% rent loss through empty commercial properties available to rent	Manage empty commercial property units. How effectively are we managing the services behind the income streams? How effective are we at supporting local business to grow?	N/A	9%	10%	The commercial portfolio provide revenues but also nurtures and support businesses to establish and grow, providing goods and services to the local residents and employment for the Borough. A target of 10% meets the revenue requirement whilst achieving the opportunity for a healthy amount of expansion and contraction of the business community. If the estate had 0% loss (i.e no 'churn')there would be no opportunity for new businesses to set up and would indicate no expansion or responsive growth.	FPCPS
A	To provide value for money services	NEW:Annual External auditors confirm proper arrangements are in place for effective use of resources (value for money)	How confident are we that we are managing the services to provide value for money?	Yes	Yes	Yes		FPCPS
A	To be confident, capable and financially sustainable	NEW: External auditors issue an unqualified opinion on financial statements (that they meet regulatory requirements)	How confident are we that we are managing the overall and service budgets?	Yes	Yes	Yes		FPCPS
Q	To continue to improve the efficiency and effectiveness of service provision	WL130 No. Service Now Customer Accounts	Efficiency. To what extent are we promoting/encouraging new technology?	Data only	24,734	Data only		CCS

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

Frequency	Want	Measure	Why is this measured?	Target 2020/21	Outturn 2019/20	Proposed target 2021/22	Comment	Service
Q	To provide a cleaner physical environment to enhance the Borough	ES04 % locations inspected falling into categories A/B - Litter (cumulative)	What do you see? How does the Council ensure the cleanliness of the borough?	90%	99.15%	95.00%	Increase in target following previous performance	ES
Q	To provide a cleaner physical environment to enhance the Borough	ES06% locations inspected falling into categories A/B - Dog Fouling (cumulative)	As above	90%	100%	95.00%	As above	ES
Q	To provide a cleaner physical environment to enhance the Borough	ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	As above	85%	92.53%	90.00%	As above	ES
Q	To provide a cleaner physical environment to enhance the Borough	ES011 % locations inspected falling into categories C/D - Detritus	As above	10%	4.16%	7.00%	As above	ES
Q	To provide a cleaner physical environment to enhance the Borough	ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins	As above	10.00%	10.53%	10.00%		ES
Q	To provide a cleaner physical environment to enhance the Borough	NEW: ES19a-b % successful planned bin collections (grey, brown, blue, green to be reported separately)	As above	N/A	N/A	96%	Revision to similar PIs to provide clearer picture of collection performance (rather than numbers)	ES
Q	West Lancashire to be safe for all citizens	HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	To what extent does the council ensure tenants' safety?	100%	100%	100%		HRS
Q	West Lancashire to be safe for all citizens	HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	As above	100%	97.60%	100%		HRS
Q	West Lancashire to be safe for all citizens	HS29 % non-domestic that require an asbestos management survey/re-inspection	As above	100%	100%	100%		HRS
Q	West Lancashire to be safe for all citizens	HS30 % of non-domestic properties with fire risk assessment in place	As above	100%	100%	100%		HRS
Q	West Lancashire to be safe for all citizens	HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	As above	100%	100%	100%		HRS
A	West Lancashire to be safe for all citizens	CIT01 - % residents feel WL is a safe & secure place to live	Improve feeling of safety and security. To what extent does the council ensure residents'/stakeholders safety?	N/A	68%	Data only	Data only since reliant on perception of services from varying response group and not a measure of service performance.	CCS

A	To provide a cleaner physical environment to enhance the Borough	CIT02 % residents satisfied with the cleanliness of the streets	Improve satisfaction with cleanliness of the streets	N/A	52%	Data only	As above	CCS
A	West Lancashire to be safe for all citizens	CIT09 % residents who feel safe in the local area after dark	Improve feeling of safety after dark. To what extent does the council ensure residents'/stakeholders safety?	N/A	60%	Data only	As above	CCS
A	West Lancashire to be safe for all citizens	CIT10 % residents who feel safe in the ir local area during the day	As above	N/A	86%	Data only	As above	CCS
A	A Local Plan that supports quality growth and infrastructure in the Borough	NI159 supply of ready to develop housing sites	How do we make sure of appropriate growth and infrastructure within the borough?	Data only	227%	120%	Use of 120% as an ongoing target will help to ensure Council plans for a reasonable, best practice buffer of housing supply in case delivery of housing should drop unexpectedly (e.g. because of recession) or the need should change (upwards).	GDS
A	To provide quality and genuinely affordable homes	NI155 Affordable homes delivered (gross)	How effective are we at providing affordable / good quality homes?	Data only	210	60	Based upon meeting half of identified average annual need for AH in West Lancashire in 2018 Affordable Housing Needs Assessment.	GDS
A	To provide quality and genuinely affordable homes	NI154 net additional homes provided	How effective are we at providing affordable / good quality homes?	Data only	622	335	Housing Requirement identified in adopted West Lancashire Local Plan	GDS
Q	To provide quality and genuinely affordable homes	NEW:No. new homes completed during the year through Tawd Valley Developments for affordable housing	How effective are we at providing affordable / good quality homes?	N/A	N/A	44	All 71 builds in phase 1 currently underway are affordable housing. Of these, 44 homes are due to complete during 2021/22.	CCS

Priority: Everyone to be happy, healthy, safe and resilient

A	An engaged and motivated Council workforce	WL140 staff are committed to council aims and objectives	Through what mechanisms does the Council promote 'one Council' ? How engaged is the Council workforce?	Data only	93% (18/19)	Data only	Our People Survey. There has been significant organisational change since the last survey was undertaken, therefore this will be used as baseline for future target setting.	CCS
A	An engaged and motivated Council workforce	WL141 staff think the council is a good organisation to work for	As above	Data only	78% (18/19)	Data only	Our People Survey	CCS
A	To invest in sports and leisure services and facilities	CIT06 % residents satisfied with sports/leisure facilities	To what extent are our sports/leisure facilities meeting the needs of WL?	N/A	27%	Data only	Data only since reliant on perception of services from varying response group and not a measure of service performance.	CCS
A	To protect, invest and continue to develop our green leisure spaces	NEW:No Green Flag awards	How successful is the Council in taking care of its green leisure spaces	Data only	2	2		WLS
Q	To design services that help people stay healthy and independent	B1 average processing of CTS/HB benefits	To what extent does the Council directly help independence and life and financial stability?	12	7.73	12	Service performance continues to be directly impacted due to COVID. The service is due to transition back in house from 1 April 2021. The processes will be reviewed during the year and therefore a first year 'monitoring period' target is being applied whilst the overall performance of the service is understood with a view to service improvement.	CCS
Q	To design services that help people stay healthy and independent	NEW: No. new participants engaged to enhance employability, confidence, skills and qualifications	How successful is the Council at promoting healthy lifestyles and opportunities for independence?	N/A	N/A	40	Target based on current programme delivery.	WLS
Q	To design services that help people stay healthy and independent	NEW: No. new clients attending vocational training	To what extent does the Council directly help independence and financial stability?	N/A	N/A	150	Based on referrals into the More Positive Together and Kickstart schemes. Training can include work experience, volunteering, coaching or certified schemes	WLS
Q	To design services that help people stay healthy and independent	NEW: No. new participants engaged in health & wellbeing programmes/interventions	How successful is the Council at promoting healthy lifestyles and opportunities for independence?	N/A	N/A	250	Revision to previous similar PI. Target based on current programme delivery.	WLS
Q	To invest in sports and leisure services and facilities	NEW: No. visits to leisure facilities	To what extent are our sports/leisure facilities meeting the needs of WL?	N/A	N/A	573,800	Revision to previous similar PI. Target based on anticiapted gradual recovery following lockdown	WLS
Q	To design services that help people stay healthy and independent	NEW:No. tenants accessing money advice service	To what extent does the Council directly help independence and financial stability?	N/A	N/A	Data only	Baseline data collection	HRS
Q	To design services that help people stay healthy and independent	NEW: no. people provided with money advice to help prevent homelessness (tenants & residents)	As above	N/A	N/A	Data only	Baseline data collection	HRS
Q	To design services that help people stay healthy and independent	NEW: No. tenants supported with Food Poverty advice	As above	N/A	N/A	Data only	Baseline data collection	HRS
Q	To design services that help people stay healthy and independent	NEW: No. of partners working with Wellbeing and Leisure Service	How well does the Council engage work with partners in service design and delivery	N/A	N/A	81	Baseline data collection	WLS

Service: CCS - Corporate and Customer Services ; GDS - Growth and Development Services ; HRS - Housing and Regulatory Service ; WLS - Wellbeing and Leisure Service ; ES - Environmental Services ; FCPS - Financial, Procurement and Commercial Property Service