



**AGENDA ITEM:**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY COMMITTEE:  
16 SEPTEMBER 2021**

**CABINET: 2 NOVEMBER 2021**

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**Report of: Corporate Director of Transformation and Resources**

**Relevant Portfolio Holder: Councillor I Moran**

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**SUBJECT: QUARTERLY COUNCIL PLAN PERFORMANCE DELIVERY PLAN – Q1  
2021/22**

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Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To present performance monitoring data for the quarter ended 30 June 2021.

**2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW &  
SCRUTINY COMMITTEE**

2.1 That the Council's performance against the Council Plan for the quarter ended 30 June 2021 be noted.

**3.0 RECOMMENDATIONS TO CABINET**

3.1 That the Council's performance against the Council Plan for the quarter ended 30 June 2021 be noted.

3.2 That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 16 September 2021.

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**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. 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 was agreed in March 2021.
- 4.4 Progress against the actions and supporting KPIs are summarised and provided as a Corporate Performance Delivery Plan in Appendix A.
- 4.5 The Appendix refers to the first quarter of a three-year plan. To provide a focus on activity the information relating to actions refers to those with activity planned to conclude within the quarter or where it is outstanding from previous quarters. Where actions have been delayed this is addressed in the 'Focus on' section.
- 4.6 Delivery Plan at Appendix A refers to 46 items within the quarterly suite, 10 of which are 'data only' (no target). Of the 36 PIs with targets reported quarterly:
- 18 indicators met or exceeded target
  - 5 indicators narrowly missed target
  - 10 were 5% or more off target.
  - 3 have information unavailable.
- 4.7 Performance plans are prepared by service managers for those performance indicators where performance falls short of the target by 5% or more for this quarter where action will be effective. These plans (Appendix B) provide the narrative behind the outturn.

## **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 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 as a result of this report. 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.

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### **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 Council Plan Delivery Plan Report - Q1 2021/22  
Appendix B: Performance Plans

# APPENDIX A: Corporate Performance Delivery Plan

Quarter 1 (April-June) 2021/22

## Q1 Actions: Be a financially sustainable Council by 2023

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

	Quarter Reported Action Status	
	Completed	0
	In Progress	7
	Check Progress	2
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Continuously develop, find better ways to do things and embrace new technology	<p>Microsoft Teams (Phase 1 Meetings) successfully implemented and estate moved to Office 365 to maintain support from Microsoft reducing likelihood of downtime from software problems.</p> <p>Secure data transfer via email product 'Egress' successfully piloted and full deployment delivered. New information governance training product commissioned to ensure IT compliant workforce with implementation scheduled for September.</p> <p>Digital document signing solution 'DocuSign' pilot completed in Housing identifying cost savings and new ways of working that can be applied across the organisation.</p> <p>Direct Debit scheme for garden waste launched with 4,872 residents signed up by the end of Q1 meaning residents will not need to make direct contact next year to resubscribe.</p>	<p>Launch of 'EntitledTo', a benefit maximisation calculator, delayed due to staffing issues. Product is procured, configured, tested and engagement briefing sessions held. Due to go live within the next month.</p>	
Review existing contract savings and work with suppliers to achieve economies of scale	<p>The Procurement and Contracts service are undertaking change management work for improvements to procurement systems, processes and training for Officers who work with suppliers; are involved in tenders; and manage contracts. These step changes include a current review of the full contracts database which is scheduled for updating during August 2021.</p>	<p>The work is preparation for the launch of the Contracts Pipeline from which will evolve the Savings Pipeline. The Savings Pipeline will be based on contract end dates allowing us to re-tender; identify savings projects to be scheduled on the pipeline; and other opportunities which will improve the overall efficiency of WLBC.</p>	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Maximise commercial investment opportunities	The council is considering extending its investment portfolio to ensure a good spread of properties. Opportunities evolving in line with funding availability.	Drafts outlines presented by and reviewed with TVD and design team. Feedback to be incorporated and drafts represented in August.	
Maximise the value from existing assets and focus on value for money	Continued progress on lease renewals across the various developments particularly at Sandy Lane where several tenants actively engaged to renew time expired leases inclusive of rent uplifts. Re-gear of small number of leases to accommodate financial situation of tenants distressed by impacts from Covid including lockdown closures. Arrears reducing.	Targeting arrears distinguishing between those genuinely in recovery mode and those taking advantage of the government bar on landlords pursuing rent owed. Seeking uplifts to current market rental levels where not already / maintaining vibrant community and business places.	
Continue the implementation of the Council's Sustainable Organisation Review (Our Future)	In April/ May, 'Budget challenge and support' sessions were held across all service areas with a good response from staff in identifying potential savings and income generation opportunities for consideration. A public budget consultation asking for views on saving money and increasing income ran for 6 weeks in May/July. 82 responses were received.	Challenge and support suggestions and consultation responses will be analysed and incorporated as appropriate into the medium-term financial forecast and budget setting process for 2022/23. Consultation responses will be reported to Members in the autumn.	
Make sure our internal financial and decision-making processes continue to be strong	Member training on core aspects of Council's financial processes provided with presentation on the audited accounts to Audit & Governance Committee.	More focused sessions being planned to focus on key financial processes	
Review fees and charges across all council services	Fees & Charges Policy prepared for Cabinet/Council approval in the autumn.	To be developed and finalised over the coming months.	
Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire	The TVDL Business Plan overperformed against forecast at the end of 2020-21 achieving a small surplus (subject to audit partner confirmation) of £17k	The TVDL Business Plan for 2021-22 is on track to deliver a net profit of £0.8m for the year	
Consider the merits of all service options (to ensure value for money is achieved)	<p>Project team reviewing customer service delivery following the return of the Revenues &amp; Benefits Service inhouse. Discovery workshops with IT providers and service leads in place to develop new digital by design service delivery models, aimed at enhancing the customer experience, reducing cost and connecting front and back office systems to aid visibility of customer journey.</p> <p>Phase 1 of the Business Support Service Review was delivered by close of June 2021. Project Team Meeting scheduled for 06/09/21 to analyse all recommendations provided and scrutinise End of Project Report. Phase 1 of the project will then be officially signed off as complete.</p> <p>A Project Team has been established to implement the Planning Services Review which has been meeting on a weekly basis to analyse and further scope the 86 recommendations identified by Red Quadrant. Next steps are to condense the number of recommendations received (where appropriate) and develop the scoping work into a full project plan for implementation of action to commence.</p>	Further analysis of contact data and the overall customer journey.	

# Q1 KPIs: Be a financially sustainable Council by 2023

To provide a focus on activity the following table contains those KPIs reported quarterly.

Out of the 10 total KPIs within the priority, 8 are reported quarterly.

Quarter KPI Status		
	OK (within 0.01%) or exceeded	3
	Warning (within 5%)	0
	Alert (by 5% or more)	4
	PIs awaiting data	0
	Data only	1
	'Data only' awaiting data	0

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status	
	Value	Value	Value	Value	Value	Value					
R1 % of Council Tax collected	93.06%	27.55%	53.74%	80.21%	93.06%	27.39%	29.09%	↓	Plan attached at Appendix B1		
R3 % of Business Rates Collected (NNDR)	87.46%	24.16%	49.13%	69.49%	87.46%	17.29%	27.76%	↓	Plan attached at Appendix B2		
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	8.64	2.57	1.62	2.25	2.21	2.14	2.02	↑	Sickness including COVID related absence is being reported in line with other Councils. Plan attached at Appendix B3		
TS11% of rent loss through dwellings being vacant	1.45%	1.36%	1.45%	1.47%	1.45%	1.27%	0.99%	↑	Plan attached at Appendix B4		
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.26	101.12	99.37	100.38	100.26	105.05	100.04	↑			
WL164 Savings within financial year	N/A - PI not developed at this time						£250,000	£250,000	/	Overall financial target is to reduce base budget by £1.2M by 2023.	
E01 % rent loss through empty commercial properties available to rent	N/A - PI not developed at this time						3.2%	10%	/		
WL130 No. Service Now Customer Accounts	39,333	32,072	34,786	37,031	39,333	42,384		↑	We continue to promote the sign up to customer accounts via our social media platforms.		

## Q1 Actions: Become a Greener West Lancashire

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

Quarter Reported Action Status		
	Completed	1
	In Progress	5
	Check Progress	0
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Optimise the Council fleet; increase route efficiency and maximise low emissions	Successfully delivered the Fleet and Maintenance project which has involved the implementation of a new fleet contract providing vehicles with more efficient engines and less emissions. Quieter electric lifts are included on the Refuse Collection Vehicles. An electric van has been added to the fleet. Action successfully completed with no further action necessary.		
Reduce waste & improve recycling, implement a Waste Strategy with a focus on sustainable solutions	Successful introduction of two new webpages: <i>A-Z of Recycling</i> which gives residents common items from the household and advice on where/how to dispose of the items; and <i>Reduce Reuse Recycle</i> which goes beyond recycling messages to provide information on how residents can produce less waste and extend the life of the products they already have.	Monitor government information relating to the Environmental Bill that is due to be reviewed in parliament Autumn 2021. Environmental Services to initiate a re-model to the collection services dependant on the Gov.uk Bill outcome.	
Be a role model and lead good practice; develop a Climate Change strategy and action plan  Support the development of green transport	Electric vehicle charging infrastructure is installed at Beacon Country Park, for use by the Rangers Team, and at the Robert Hodge Centre. This will be available for staff once the back-office software is set up.  Launched the Council's Car Lease Salary Sacrifice Scheme including electric vehicle leases to staff.  Cosy Homes in Lancashire (CHiL) have received over 40 applications to the Green Homes Grant scheme from WL residents. The scheme is now actively surveying and delivering free energy efficiency measures on homes across Lancashire.	Further promotion of the CHiL Green Homes Grant to increase take up.  Preparation and submission of bids for further funding rounds of the Sustainable Warmth Fund and Office of Low Emission Vehicles Charge Point Infrastructure Fund.	
Commit to maximising Council energy requirements from renewable sources	Feasibility investigations into renewable source heating and funding options underway in sheltered communal areas.	Heat network obligations and notifications.	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Ensure all council buildings are operating to highest efficiency standards – insulation, design, and technology	A reduction of 18% in electricity consumption across the Council portfolio in 2020/21 compared to our 2018/19 baseline.  An increase of 9% in gas consumption across the Council portfolio in 2020/21, compared to our 2018/19 baseline. However, this includes communal heating demand in flats and sheltered schemes. It is anticipated heating demand in such properties increased due to lockdown restrictions during the Covid-19 pandemic.	Further analysis of energy consumption in buildings to be completed.	
Optimise the development of solar/wind farm investment	Investigation around potential White Moss Solar Farm is underway. Consultants have been instructed to seek confirmation of grid capacity to accept solar energy generated.	Progressing dialogue with Homes England on reduction of clawback imposed to achieve financial viability of the scheme.	

## Q1 KPIs: Become a Greener West Lancashire

To provide a focus on activity the following table contains those KPIs reported quarterly.

Out of the 7 total KPIs within the priority, 4 are reported quarterly.

Quarter KPI Status		
	OK (within 0.01%) or exceeded	2
	Warning (within 5%)	0
	Alert (by 5% or more)	2
	PIs awaiting data	0
	Data only	0
	'Data only' awaiting data	0

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
NI191 Kerbside residual household waste per household (Kg) <sup>1</sup>	543.21	129.79 <sup>1</sup>	136.6	138.83 <sup>1</sup>	137.99 <sup>1</sup>	133.5	125		Waste per household has steadily increased since 2018/19 and rises over the last year are most likely due to more people being at home due to the pandemic. Communication messages to residents will continue but strategic interventions such as introducing food waste collections (to reduce residual waste) will be necessary or performance will remain	

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
									broadly static. No plan has therefore been prepared and it is suggested that in respect of both Waste indicators, the targets are revised to assume a flatline to reflect performance and then step improvement once additional facilities are provided. This revised profile would be considered as part of the Council Plan refresh.	
NI192 Percentage of kerbside household waste sent for reuse, recycling, and composting <sup>1</sup>	46.9%	51.30% <sup>1</sup>	50.05%	43.00% <sup>1</sup>	42.48%	47.80%	51.00%	↓	The Council has no immediate plans to change its recycling offer so current levels of recycling are likely to remain broadly static other than annual variations due to specific circumstances such as conditions for grass growth. Service changes may be required as a result of the Environment Bill, such as food waste collection, however timescales for this are unknown and very significant investment would be required to bring in additional recycling facilities. Early discussions about the Bill's impact are ongoing at a national level with the LGA and at a local level with the County Council. No plan has therefore been prepared and it is suggested that future targets are revised following the outline above.	
ES01 No. grass cuts undertaken on the highway between April-October	8	4	7	8	8	3	3	↓		
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	9.6	4	7	9.6	9.6	3	3	↓		

<sup>1</sup> Data has been restated following a review of finalised figures: NI191 2020/21: Q1 129.79 (from 85.71%) Q3 138.83 (from 82.15); Q4 137.99 (from 87.08). NI 192 2020/21: Q1 51.30% (from 52.48%); Q3 43% (from 48.08%)

## Q1 Actions: Support businesses to adapt and prosper

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

	Quarter Reported Action Status	
	Completed	0
	In Progress	2
	Check Progress	3
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Develop a strong web presence which positively promotes West Lancashire	All service areas have been asked to review content and an audit of web pages is being conducted.	Web Review and refocus project has been agreed as a priority within the Our Future Transformation board. Work underway to confirm action required to deliver a refreshed, intuitive and refocussed web presence alongside relevant timescales and costs.	
Develop the market offer and reinvigorate Ormskirk's Eastern gateway	<p>Much work has been undertaken to help new traders to become established at the market. This has resulted in an enhanced offer of products and services for the consumer and will lead to increased stall rents revenue. Twelve new traders have been assisted who are new to the market. Some of these are traders who have moved from other markets, however there are four who are new business start-ups who have never ran a market stall previously. We help new traders become established by considering the right trading location in the market for them, providing advice on their stall display and advising on marketing/promotion.</p> <p>Working with Lancashire County Council to deliver a new Eastern Gateway to Ormskirk Town Centre, including the redevelopment of the bus station. The St Helens Road/Ruff Lane Phase 1 works were completed in June. These works include junction improvements and the introduction of cycle lanes, and "cycle traffic lights". The overall programme for the Eastern Gateway will benefit from an award of £987,000 from LCC's Economic Recovery and Growth Fund, £565,000 from Historic England's Heritage Action Zone Fund and £268,000 from the Local Transport Plan.</p>	The look of the market can be further improved and going forward the review will look at the branding of the market and how it is promoted via social media. The aim is to further increase visitor numbers to the market.	
Support the recovery and	The team have supported 16 businesses through signposting and property searches.	Work on a business database has begun. This will be used to increase the knowledge of the businesses across	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
<p>growth of existing and new businesses</p> <p>Signpost and support businesses to innovate/diversify</p>	<p>A main area of social media messages has been the grants schemes available throughout the pandemic.</p>	<p>West Lancashire and carry out more targeted communication and support offers.</p> <p>Creation of the Additional Restrictions Grant to support businesses recover will be launched in autumn.</p>	
<p>Lead the regeneration of Skelmersdale Town Centre.</p>	<p>The first meeting of the Skelmersdale Town Centre Place Shaping Hub has now taken place and meetings scheduled for rest of year. The Hub, made up of a number of partners, will oversee the strategic direction and progress of the regeneration. The development framework brief for Consultants was agreed. Once appointed the consultants will prepare a regeneration strategy. The funding for this will include a £275,000 award from LCC's Economic Recovery and Growth Fund and following an open tender procurement exercise is scheduled to commence in October 2021.</p>	<p>Focus will now be on the tender to appoint Consultants and completing the legal agreement with LCC for the monies from the Economic Recovery and Growth Fund.</p>	▶
<p>Create enlivened town centres offering diverse leisure opportunities and night-time economy</p>	<p>A cultural consortium made up of cultural, arts and community organisations has been established to ensure continuing dialogue regarding cultural projects in Ormskirk town centre. "Once Upon a Town" project launched mid-July with banners and exhibition. Further projects to be identified with Consortium moving forward.</p> <p>£114,000 additional funding secured from Historic England to ensure Wheatshaf Walk project financially viable despite increase in costs of materials. Currently on site, scheduled for completion in August 2021.</p> <p>Artisan markets in Ormskirk town centre have been scheduled up to the end of November 2021. These are on the first and third Sunday of each month.</p>	<p>Ensure projects are communicated to the public.</p> <p>Ensure that planned future projects are financially viable given the increased costs of materials and increased costs of importing required materials.</p> <p>First cultural project (Once Upon a Town) to be launched mid-July 2021.</p>	▶

## Q1 KPIs: Support businesses to adapt and prosper

To provide a focus on activity the following table contains those KPIs reported quarterly.

Out of the 7 total KPIs within the priority, 3 are reported quarterly.

Quarter KPI Status		
	OK (within 0.01%) or exceeded	0
	Warning (within 5%)	1
	Alert (by 5% or more)	0
	PIs awaiting data	0
	Data only	2
	'Data only' awaiting data	0

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	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)	95.95%	96.70%	97.89%	93.94%	95.39%	97.21%	98.75%		Outturn relates to just under 5.5K invoices processed in the quarter. Revised invoice processing instructions outlining the necessary checks required before sending for payment were circulated to all staff and placed on the intranet in July.	
ER09 Number of businesses added value to via support i.e. property searches, skills, and employment	109	0	54	29	26	16				
WL148 Value of business support grants allocated and processed (million)	£39.70	N/A - PI not developed at this time			£39.70	£39.70			Data is cumulative total for grants distributed from April 2020. Schemes have now closed however several new schemes will be devised in the coming months.	

## Q1 Actions: A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

Quarter Reported Action Status		
	Completed	0
	In Progress	3
	Check Progress	2
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Develop Environment Ward Reports for Members	Initial data analysis work undertaken to understand data available from the service.	Further work needed to create a sustainable digital by design process that minimises administration for reporting.	
Review our Housing Strategy  Get the right mix of properties for each community	<p>Securing Homes England Investment Partner status for the Council – this enables the Council to bid for affordable housing grant to help support our affordable housing development aspirations through Tawd Valley Development Company</p> <p>Two successful grant submissions to Homes England (total value £1,050,000)</p> <p>Agreement to redirect the existing Affordable Housing Capital Budget (for delivery of new affordable properties in the borough) from Regenda to Tawd Valley Development Company</p> <p>Liaison with Sage Housing Association and developers representatives to agree deed of variation that meets all parties requirements and will allow the affordable housing on sites in Skelmersdale and Hesketh Bank to be acquired by Sage, including the benefit of a switch in tenure for one of the sites from 100% shared ownership to 100% affordable rent, which will better meet housing need.</p> <p>Calico Homes becoming the registered provider partner to the Birchwood</p>	The first stage of the Housing Strategy review is the development of an issues statement which is reliant upon the completion of the housing needs evidence that forms part of the preparatory work for a new Local Plan. The decision to reframe the delivery timetable for the Local Plan meant that this was delayed however consultants are currently working on this with the report anticipated end of summer/start of autumn.	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
	<p>Centre to build a Foyer for Young People, complete with Homes England funding secured.</p> <p>Working with housing colleagues, the Birchwood Centre and Lancashire County Council to make available two Council dwellings for the use as shared accommodation for clients with complex needs.</p>		
Develop homes to rent/buy for shared ownership through Tawd Valley Development Company	All five development sites which will provide 81 new affordable homes for the Council are under construction and delivering to schedule. Handover of the first 13 homes in Eskbank are scheduled in August slightly ahead of the September target date	Handover of the first 13 homes to take place and work on the development sites to continue.	
Identify strategic regeneration areas and investment plans  Increase the supply of homes to bring cheaper private rents/more choice	<p>The draft Strategic Housing and Employment Land Availability Assessment (SHELAA) was published on the Council's website on 4 June 2021 and Members informed. Site submitters were invited to comment on whether there were any factual errors in the SHELAA.</p> <p>Work on the Local Plan recommenced in March 2021 following approval of a new Local Development Scheme (timetable for preparing the LP) at March 2021 Cabinet. Steady progress has been made so far on a vision, objectives, issues, draft policy areas and alternatives, background evidence, and with the sustainability appraisal.</p>	Preparation of, and consultation on, Issues & Options for the new Local Plan (Regulation 18 consultation) in Autumn / Winter 2021.	
Review WLBC/public estate land holdings	Initial report on potential income and savings, methodology and project delivery costs prepared.	To create business case for resourcing the project.	

# Q1 KPIs: A clean, safe environment with affordable homes to buy or rent for everyone in West Lancashire

To provide a focus on activity the following table contains those KPIs reported quarterly.

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

Quarter KPI Status		
	OK (within 0.01%) or exceeded	10
	Warning (within 5%)	2
	Alert (by 5% or more)	0
	PIs awaiting data	0
	Data only	0
	'Data only' awaiting data	0
N/A	Not available	3

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	98.1%	97.5%	98.7%	98.0%	98.1%	98.1%	100.0%		The new electric program was started in April 2021 with an emphasis to reduce the number of out of date certificates as soon as possible. In addition, the relaxing of the government Covid restrictions will generate a better access rate. This is expected to be reflected in the Q2 and Q3 performance figures.	
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	99.9%	99.5%	99.1%	99.9%	99.9%	99.9%	100.0%		Program is in place. This relates to one property as at the end of Q1. We have been working closely with our customers who have had concerns about giving access to operatives during the pandemic.	
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	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)	100.00%	99.81%	100.00%	100.00%	100.00%	95.83%	95.00%		The LAMS reported 24 areas of litter with 23 Grade A and 1 Grade D, this was in the Ashurst Ward.		
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	95.00%				
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	00.94%	00.00%	02.22%	01.06%	00.94%	N/A	10.00%	/	Insufficient area inspections were submitted to generate scoring through the Land Audit Management System quality inspection model due to the system refreshing at the beginning of the financial year and inspections not being able to be generated. This has been addressed to ensure that data is available for the next quarter.	N/A	
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	99.80%	100.00%	99.80%	99.79%	99.80%	N/A	90.00%	/	As above	N/A	
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	02.35%	00.39%	03.04%	02.21%	02.35%	N/A	07.00%	/	As above	N/A	
ES19a % successful planned bin collections (grey)	N/A - PI not developed at this time						99.2%	96%	/	Throughout Covid 19 WLBC waste collection staff have continued to adapt quickly to changes in their working circumstances with staff absences, Employees have been redeployed to support the delivery of the critical services in waste and recycling collections throughout the borough successfully.	
ES19b % successful planned bin collections (blue)	N/A - PI not developed at this time						99.05%	96%	/	As Above	
ES19c % successful planned bin collections (brown)	N/A - PI not developed at this time						97.94%	96%	/	As Above	
ES19d % successful planned bin collections (green)	N/A - PI not developed at this time						99.15%	96%	/	As Above	
WL161 Affordable Housing units via Tawd Valley Developments	N/A - PI not developed at this time						0	0	/	Members approved the Business Plan refresh on 24 February 2021. This included the Phase 1 development programme. Progress with the Eskbank scheme is on schedule with the first homes expected to be handed over in Q2.	

## Q1 Actions: Everyone to be healthy, happy, safe and resilient

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

Quarter Reported Action Status		
	Completed	0
	In Progress	5
	Check Progress	1
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Deliver our financial inclusion strategy and action plan	The team are now fully resourced to provide Money Advice support to tenants and residents. The Financial Inclusion strategy has been made available on the website and social media. Stakeholder partnership meetings have been held and future dates agreed. A take up campaign for council tax support for tenants has been carried out. The publicity material for a "Get Money Fit " campaign have been drafted and stakeholder partners consulted for feedback.	Produce and launch a service directory and the Get Money Fit publicity campaign.	
Deliver our people strategy with Council staff that results in a continuously improving culture	The People Strategy is progressing well with 14 actions completed and other progressing. By the end of the quarter, the Council had 22 kickstart placements and has exceeded apprenticeship targets. Agile working is embedding, supported by various health, safety, and wellbeing improvements. This is also complemented by staff engagement activities, including awards scheme, staff survey, engagement events and the imminent launch of a Volunteering Policy.	Our next focus is the re-launch of the People Strategy Ambassadors Programme. This is to engage support across all levels of the organisation to drive forward the remaining people strategy actions for Year 1.  We will also be welcoming new CMT members so engaging them on the journey will be a priority to ensure we maintain positive momentum.	
Deliver our health and wellbeing strategy embedding school initiatives	As a representative on the West Lancashire Partnership, there has been agreement that as part of the Core Determinant Partner Alliance Group there needs to be a physical activity/movement sub-group and a physical activity strategy developed for the Borough, linking with health and wellbeing. Discussions have taken place with partners to assess interest in supporting the development of a strategy and how this could be resourced.  Development of a population health management (PHM) mobilisation plan has started to support organisations to adopt a PHM approach to designing and delivering services to reduce inequalities.	Work with partners to understand the need for a physical activity / movement strategy.  Meet with strategy consultants  Ensure any strategy developments align to the WLP plan and WLBC priorities	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Work with partners to focus on prevention and reducing health inequalities	<p>The Kickstart programme has successfully placed 106 Young People with 22 placements within WLBC and 84 external placements across 61 local businesses. Funding for More Positive Together has been confirmed to allow a two-year extension from December 2021. There are also ongoing discussions to access additional European Structural Investment Funding to extend the programme.</p> <p>Funding has been secured from the CCG to create a joint intelligence role that will focus upon utilising data to inform action at a local place level reducing inequalities. Role has been advertised and interviews scheduled for August 2021.</p> <p>A consistent Population Health Management approach is being taken to the development and delivery of community interventions. The team are currently delivering a pilot project in three of the most adversely affected independent living schemes to understand what matters most to them and how we can support them to age well and become physically active.</p>		
Develop a quality range of health, wellbeing and leisure facilities and services	Future operational positions for the Leisure Contract and options for the procurement of new buildings are being evaluated to enable recommendations to be presented to Cabinet and Council. The reprofiling work at Beacon Park Golf Course was completed in July 2021. Banks Leisure Centre and the Chapel Gallery have now successfully transferred to the local community	To achieve an affordable future position for the operation and procurement of Leisure facilities	
Bring in additional money/services to support our most deprived areas	<p>Face to face physical activity sessions continue to be delivered in the community to support residents who were identified as vulnerable through the Winter Ready programme. Tailored online provision has also been given to those residents who needed support through interactive online sessions.</p> <p>The More Positive Together programme continues to support residents in some of our most deprived areas get back into employment for example by enhancing employability skills through a focus on physical and mental health &amp; well-being. The Kickstart project has complimented this work by the provision of an employment outcome for relevant MPT participants.</p>	<p>Use data and insight to inform the design and delivery of another Winter Ready programme.</p> <p>Plan a collaborative programme of behaviour change, physical activity and mental wellbeing to protect and prevent the most vulnerable residents becoming ill over the winter. Work with the CCG, Social Prescribing Team, Primary Care networks and VCFSE to engage those most at risk to co-design the programme and systems.</p>	

## Q1 KPIs: Everyone to be healthy, happy, safe, and resilient

To provide a focus on activity the following table contains those KPIs reported quarterly.

Out of the 14 total KPIs within the priority, 11 are reported quarterly.

Quarter KPI Status		
	OK (within 0.01%) or exceeded	3
	Warning (within 5%)	0
	Alert (by 5% or more)	4
	PIs awaiting data	0
	Data only	4
	'Data only' awaiting data	0

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status	
	Value	Value	Value	Value	Value	Value					
B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events (days) (ytd)	12.00	17.63	17.37	15.00	12.00	20.00	12.00		Plan attached at Appendix B5.		
WL157a No. visits to leisure facilities	79,990	0	43,766	36,224	0	76,190	131,134		This data has been affected by facilities being closed until 12th April because of lockdown and then reopening with continued restrictions in place. Total visits to built facilities were only 16,138 in April but then grew to 28,025 in May and to 29,539 in June. Plan attached at Appendix B6.		
WL159 No. attending parks and countryside events and activities	0	0	0	0	0	838	1,000		838 children have engaged in schools activities during the quarter. Other activities and events have not been permitted owing to Covid restrictions Plan attached at Appendix B7.		
WL150 Number of new participants engaged in health & wellbeing programmes/ interventions	N/A - PI not developed at this time						29	55	/	Participants started programmes in January therefore number of new participants is low due to Covid restrictions and the team being unable to promote the activities to a wider audience. These numbers will increase now restrictions have lifted and the team can expand their delivery and engagement programmes.	

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status	
	Value	Value	Value	Value	Value	Value					
									Plan attached at Appendix B8.		
WL153a No. of partners working with Wellbeing and Leisure Service	N/A - PI not developed at this time						69	20	/	Figure is predominantly made up of the 61 businesses that we are engaged with on the Kickstart scheme.	
WL151a No. of new clients attending vocational training	N/A - PI not developed at this time						19	9	/	Numbers engaged in vocational training through the More Positive Together programme	
WL151b No. of new participants engaged to enhance employability, confidence, skills, and qualifications	N/A - PI not developed at this time						78	10	/	Number of Young People placed into Kickstart placements up to the quarter end.	
TS52 No. tenants accessing money advice service	N/A - PI not developed at this time						424		/	This equates to approximately 35 cases a week. As a result of all the interventions the amount of additional income generated totalled £172,845	
TS53 No. tenants supported with Food Poverty advice	N/A - PI not developed at this time						56		/	This is the number of residents and tenants referred for a foodbank voucher to use at the foodbanks by Money Advice and Financial Inclusion Support. The referrals are made to the 5 main food banks.	
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	N/A - PI not developed at this time						13		/	The numbers referred from the homelessness team were either homeless or threatened with homelessness and were offered money advice to assist them in understanding if they could afford alternative accommodation or to prevent them losing their current home. Of these cases 9 have secured accommodation.	
TS55 No. tenants provided with fuel poverty advice	N/A - PI not developed at this time						42		/	Many of the tenants who have had support have either been referred to Citizens Advice who are distributing the fuel support payment or sign posted by Money Advice to re-negotiate meter debt or cheaper tariffs through the supplier.	

## Q1 Actions: Create empowered, engaged and inclusive communities

To provide a focus on activity the information below refers to activity of note / planned to conclude within the quarter or outstanding from previous quarters. Position statements on progress or where future focus is required is given below.

Quarter Reported Action Status		
	Completed	0
	In Progress	4
	Check Progress	0
	Overdue	0
Actions due to complete this quarter		0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
Work with partners to develop a meaningful offer to support citizens to become digitally included	'We are Digital Ltd', a social-impact driven company began delivery of a twelve-month training project to help improve digital skills and overcome digital exclusion for residents. From June, personalised one to one training is available with opportunities ranging from using devices, video calling and social media to more intermediate skills such as CV writing and Microsoft packages. Training is accessed via staff referral and self-referral. A staff engagement Lunch and Learn promoted the concept and highlighted where officers can assist with referral.	Resident self-referral will be promoted via an upcoming communications plan including press release.	
Engage with communities when making key decisions  Adopt best practice consultation  Listen and provide feedback to customers about how their views have improved services	Successful consultations have taken place: Commemoration Garden - online survey 412 responses Climate Change - online survey 123 responses  New complaints process and policy work has continued and scheduled for Cabinet approval in Autumn.	Implementation of a new online digital community engagement platform that will help increase the range of options available for residents' and allow their voice to be heard when shaping service delivery.	
Build on and develop strengths within local communities	The team have been chosen to deliver one of three pilot programmes in Lancs and South Cumbria by the ICS (Integrated Care System) to support residents to age well.  Access to the online Optimal Ageing platform has been offered with a series of videos and resources to improve the knowledge and skills of residents, volunteers, staff and wider family and friends. his training can	Identifying opportunities to secure additional funding. Analysing the social impact of the pilot on the wider community, families, workforce and neighbourhoods.	

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status
	<p>be also offered to the third sector to increase the confidence, skills and abilities of residents, volunteers and workforces across the Borough.</p> <p>Additional Sport England funding was secured to support this and train residents and staff within the Independent Living Schemes and McMillan services to deliver sustainable physical activity sessions and equipment.</p> <p>The MPT team have developed a referral network of 26 different community partners from a wider cross section of organisations, whilst the Kickstart team have engaged with 61 businesses and employers across West Lancs.</p>		
<p>Develop (place based) neighbourhood plans with key partnerships committed to meeting the needs of our communities</p>	<p>Team aligned to the proposed neighbourhood - place based localities.</p> <p>Priority wards within our neighbourhoods have been identified and are we are working collaboratively with partners to develop interventions and pilot schemes to understand what matters most to the residents in these communities and how we can support them to access opportunities to improve health and wellbeing.</p>		

## Q1 KPIs: Create empowered, engaged and inclusive communities

To provide a focus on activity the following table contains those KPIs reported quarterly.

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

Quarter KPI Status		
	OK (within 0.01%) or exceeded	0
	Warning (within 5%)	2
	Alert (by 5% or more)	0
	PIs awaiting data	0
	Data only	3
	'Data only' awaiting data	0

Performance Indicator	Annual 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL90 % of Contact Centre calls answered	96.5%	95.6%	96.4%	97.5%	96.4%	86.7%	88.0%		The annual launch for garden waste subscriptions and introduction of the new direct debit offer increased call volumes to the contact centre.  Agency staff were recruited in advance to support the roll out, however following full training, two agency staff secured alternative permanent employment with limited notice, which impacted performance. Additional agency staff have since been recruited to minimise any further performance issues.	
WL108 Average answered waiting time for callers to the contact centre (seconds)	43	37	36	23	35	148	145		As above	
WL85a Website: no. visits	546,671	174,099	143,104	124,761	104,707	104,979			Pages most visited during this period were garden waste and planning applications	
WL85c Website: No. of payments processed online	78,042	33,173	16,849	14,605	13,415	27,984			A quarter of the payments made during the quarter are for garden waste subscriptions.	
WL131 No. Social Media Followers (WLBC FB, Twitter)	13,715	10,865	11,584	12,594	13,715	13,970				

# APPENDIX B1

PERFORMANCE PLAN				
<b>Indicator</b>	R1 - % Council Tax collected (current year)			
<b>Quarter Target</b>	29.09%	<b>Quarter outturn</b>	27.39%	
<b>Reason(s) for not meeting target</b>				
<p>Performance significantly impacted by Borough Council decision to suspend Statutory Recovery processes in March 2020 – only one batch of non statutory `softer` reminders agreed and issued in September 2020.</p> <p>Magistrate Court closures from March 2020 as a result of the Covid 19 pandemic, has also impacted on ability to recover outstanding monies.</p>				
<b>Additional commentary / background</b>				
<p>The current PI targets are based on those agreed throughout the recently ended 10 year Partnership contract with OCL then BTLS. I understand that these were based on historic performance out turns from pre 2011, so may well not be reflective or realistic in terms of current economic conditions, statutory changes e.g. the introduction of the Council Tax Support in 2013 in respect of which WLBC set one of the highest reduction charges for applicants at 22% (the previous CTB Scheme paid 100% support) and also the Council Tax Empty Property Local Discounts schemes which in the main increased charges to Council Tax payers.</p> <p>Council Tax collection has been severely impacted as a result of the Covid-19 pandemic, and the decision to cease statutory recovery processes from March 2020. In an attempt to increase collection but taking into account the economic climate, in September 2020 we issued a batch of 'softer' non statutory reminders to Council Tax payers who had fallen behind on paying their instalments, circa 7k letters were produced and issued. Response levels were quite low in comparison to volumes issued, however of those that did contact in the main the customer was contacting to make a payment or an arrangement on the balance outstanding, other customers where signposted to claim CTS and figures of those in receipt of CTS has increased significantly.</p> <p>Annual Bills issued in March 2021 detailed any arrears balances brought forward from previous years, prompting customers to contact to make an arrangements on their account.</p> <p>Whilst the PI is under target, as at the end of June 21 the service have collected £20m of the £73m liability raised for 2021/22.</p>				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>				<b>Completion due date</b>
Reinstate Statutory Recovery notices (First, Second, Final Reminders and Liability Orders at Magistrates Court, additional costs incurred to customer))				End Sept/early Oct depending on successful UAT
Reinstate recovery post Liability Order, for example if customer does not contact to make a suitable arrangement we can send a direct Attachment to Benefits (fixed deduction per week), Attachment to Earnings (% based) 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				As above
Review Performance Indicator targets to reflect changing economic and CTS Scheme conditions				Year end
<b>Improvement expected</b>				

Prior to recommencing any recovery processes the Service will need to undertake full system UAT of the process which will require full review and any amendments to appropriate documentation, review and update of webpages, liaising with Magistrates Court to book Liability Order Hearing dates. Involvement of the Council's Communications Team is also recommended to engage with customers in respect of the restart of recovery.

Given the above I anticipate that there will be a 4 - 6 week timescale to undertake the above. Therefore, improvements in performance may not be reflective until Q3

**Resource implications**

- Full UAT of Recovery process required (4-6wks)
- Increase in Customer Contact will impact Customer Access Service taking calls
- Back office work trays will increase as a result of customer contact

*Plan prepared by Revenues Manager*

## APPENDIX B2

PERFORMANCE PLAN				
Indicator	R3 - % Business Rates collected (current year)			
<b>Quarter Target</b>	17.29%	<b>Quarter outturn</b>	27.76%	
<b>Reason(s) for not meeting target</b>				
Performance significantly impacted by Borough Council decision to suspend Statutory Recovery processes in March 2020.				
Magistrate Court closures from March 2020 as a result of the Covid 19 pandemic, has also impacted on ability to recover outstanding monies.				
<b>Additional commentary / background</b>				
The current PI targets are based on those agreed throughout the recently ended 10 year Partnership contract with OCL then BTLS. I understand that these were based on historic performance out turns from pre 2011, so may well not be reflective or realistic in terms of current economic conditions.				
Business Rates collection has been severely impacted as a result of the Covid-19 pandemic, and the decision to cease statutory recovery processes from March 2020.				
Due to the many complex changes in Business Grant/ Relief schemes announced by Central Government in response to the pandemic the service received an unprecedented volume of customer contact in response. The Revenues Team worked closely with the Business Grants team in order that customers where provided with all support available. However, the service are still corresponding with Businesses that fell outside of these schemes and as a result are advising that they are struggling with making payments on their account.				
Annual Bills issued in March 2021 detailed any arrear balances brought forward from previous years, prompting customers to contact to make an arrangement on their account (volumes not recorded).				
Whilst the PI are under target, as at the end of June 21 the service have collected £5m of the liability raised for 2021/22.				

<b>Action plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion due date</b>
Reinstate Statutory Recovery notices (First, Second, Final Reminders and Liability Orders at Magistrates Court, additional costs incurred to customer)	End Sept/early Oct depending on successful UAT
Reinstate recovery post Liability Order, for example if customer does not contact to make a suitable arrangement we can issue a 14 Day Enforcement Notice, Instruct Enforcement Agents to proceed on cases they were dealing with pre covid. As a last resort escalate cases to Enforcement Agents for collection	As above
Review Performance Indicators to reflect changing conditions	Year end
<p><b>Improvement expected:</b></p> <p>Prior to recommencing any recovery streams the service will need to undertake full system UAT of the process which will require full review and any amendments to appropriate documentation, review and update of webpages, liaising with Magistrates Court to book Liability Order Hearing dates. Involvement of the Council's Communications Team is also recommended to engage with customers in respect of the restart of recovery.</p> <p>Given the above I anticipate that there will be a 4 - 6 week timescale to undertake the above. Therefore, improvements in performance may not be reflective until Q3.</p>	
<p><b>Resource implications</b></p> <ul style="list-style-type: none"> <li>• Full UAT of Recovery process required (4-6wks)</li> <li>• Increase in Customer Contact will impact calls into service</li> <li>• Back office work trays will increase as a result of customer contact</li> <li>•</li> </ul>	
<i>Plan prepared by Revenues Manager</i>	

## APPENDIX B3

<b>PERFORMANCE PLAN</b>				
<b>Indicator</b>	WL132-c19 FTE working days lost due to sickness absence			
<b>Quarter Target</b>	2.02	<b>Quarter outturn</b>	2.14	
<p><b>Reason(s) for not meeting target</b></p> <p>The sickness figures for this quarter include increased sickness absence that has resulted from Covid related absences in addition to normal sickness absence. This has inflated the figures slightly.</p>				
<p><b>Additional commentary / background</b></p> <p>The government guidance in relation of self-isolation for period of Covid symptoms for 10 days, has had an impact on the sickness attendance levels for the Council.</p> <p>The Council has tried to mitigate this as far as possible by ensuring that those staff who suffer from Covid, are able to work from home were possible, and so are not recorded as sickness absences. However, in front facing services, this is not possible and staff have no alternative other than to self-isolate and report in sick, even if they have had a mild case, and could possibly have worked through</p>				

this illness in other circumstances.

In April and May both months produced sickness levels that were below the monthly target figure. However, we saw an increase in sickness, both in Covid and other illnesses in June, which has made the monthly and ultimately quarterly figure increase to above the target level.

The 5 main cause of sickness absence in the month of June were

- Injury/Fracture
- Anxiety/Stress/Depression/Other Psychiatric Illness (including both non-works related, and work related)
- Musculoskeletal Disorders
- Surgery/Post-Operative Recovery
- Coronavirus (COVID-19)
- Heart/Cardiac and Circulatory Problems

You will note from the reasons, except for Covid, that these are serious longer-term health conditions, rather than persistent short-term absences. In addition, it should be noted that the Council has an aging workforce and as such, there is an expectation that this will lead to elevated sickness absence as older workers are more prone to sickness, injury, or operations.

It should be noted however, that the comparison with performance in the same quarter last year shows an improvement, which was 2.57 against a target of 2.02 FTE average days lost for Q1 2020/21.

**Action plan**

<b>Tasks to be undertaken</b>	<b>Completion due date</b>
Review circumstances behind Muscular Skeletal absences and consider improved risk assessment if this is work related.	September 2021
Continue to reinforce the mental health and wellbeing support available within the Council's process including access to Able Futures, Zurich Counselling, and sign posting to other mental health support tools, including reemphasising the presence of mental health First Aiders across the Council.	September 2021
Continue to work with Managers and staff to create phased returns to work for staff who are recovering who may not be fully fit to return, but who may be able to shorten their absence if protective measures are provided.	September 2021
Continue to use Occupations Health services to advise and guide about reasonable adjustments etc	

**Improvement expected:** Q4 Jan-March 2022

**Resource implications;**

We will endeavour to deliver this within existing resources

*Plan prepared by Human Resources and Organisational Development Manager*

## APPENDIX B4

<b>PERFORMANCE PLAN</b>				
<b>Indicator</b>	TS11 - % rent loss through dwellings being vacant			
<b>Quarter Target</b>	0.99%	<b>Quarter outturn</b>	1.27%	
<b>Reason(s) for not meeting target</b>				
Due to COVID we have seen an impact on resources and resulting delays in the void process.				
<b>Additional commentary / background</b>				
Staffing resources, working arrangements due to localised risk assessments for COVID and power supplies have all impacted on the turnaround of properties.				
<ul style="list-style-type: none"> <li>• Response and void maintenance is provided for Council homes by Wates Property Services Ltd. Monthly meetings are held with Wates to review the process and ensure performance is being managed.</li> <li>• Weekly meetings are held with Surveyors, Wates and Lettings staff to monitor progress of individual void properties.</li> <li>• A series of internal meetings have been carried out in which we have mapped out the process to ensure it remains fit for purpose and identified processes which are not adding value or causing delays. Ongoing reviews will be complete to ensure efficient delivery of service.</li> <li>• We will be tracking every property on a weekly basis and identify delays and how we can resolve any issues.</li> </ul>				
The Tenancy Services Team, the Property Services Team and the contractors will continue to work closely together to improve performance and reduce void loss.				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>				<b>Completion due date</b>
A joint Service Improvement plan has been developed with Wates, progress is reviewed in fortnightly meetings.				Ongoing
<b>Resource implications</b>				
Currently experiencing material delays within supply chain which are causing some delays in completing works and some additional costs				
<i>Plan prepared by Tenancy Services Manager / Property Services Manager</i>				

## APPENDIX B5

PERFORMANCE PLAN				
Indicator	B1 Events Speed of Processing			
<b>Quarter Target</b>	12	<b>Quarter outturn</b>	20	
<b>Reason(s) for not meeting target</b>				
Significant increase in Universal Credit Council Tax Support Changes in Circumstances received by our Benefits Service due to changing economic conditions and impact of COVID pandemic.				
<b>Additional commentary / background</b>				
<p>The Events Speed of Processing PI measures the speed of processing Housing Benefit and Council Tax Support new claims and changes in circumstances by the Benefits Service. The current target of 12 days was originally set based on the previous combined national Housing and Council Tax Benefit system in place prior to April 2013.</p> <p>From April 2013 the Council Tax Benefit element of the national Scheme was ceased by Central Government and a local Council Tax Support scheme implemented by WLBC. Over time due to the changing economic conditions locally and nationally, the introduction of the national Universal Credit Scheme and then the impact of the COVID pandemic, the Service has experienced a significant increase in the amount of Council Tax Support changes in circumstances received. This can be 12 changes within 12 months for each working age customer claim and which have significantly increased since the Covid pandemic as there has been a large increase in Universal Credit claims.</p> <p>It is important to note at that CTS has already been awarded to the Council tax Bill and the changes received can result in a mixture of minor, adjusted or no change to the award.</p> <p>Comparative claim received volumes over recent years confirm these dramatic increases:</p> <p>2018/19 transactions 15,661            2019/20 transactions 20,214            2020/21 transactions 31,155            2020/21 1<sup>st</sup> quarter transactions 10,891 estimate for this year 40,000 plus</p> <p>which equates to a 50% increase over three years, a result of which has seen the times taken to process these higher volumes increase. impacting on our performance outputs.</p> <p>The same impact on performance has been experienced across our colleagues in other Lancashire and national local authority Benefit Services.</p>				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>				<b>Completion due date</b>
Review resources available to consider if an increase would support an increase in outputs. Given the volumes received this would only be a short-term solution and not sustainable to try and keep on top of volumes through overtime.				Q2
Review the current PI target as its not relevant and realistic in light of the changing conditions since it was set over 10 years ago prior to the introduction of Universal Credit and Council Tax Support. To demonstrate to Members the make up of this PI, the HB Speed of Processing and LCTS Quarter outturns will be referenced separately for future reports				Q2
Consider changing Local CTS support scheme to a Banded scheme, this will result in a				tbc

fewer changes in circumstances being calculated. This would have to be costed and balanced against the funding received from Central Govt. Given that WLBC will have to go to consultation to change the scheme, the earliest this could be considered is 2023.

**Improvement expected:**

There is a 7/8 week backlog of LCTRs we could consider moving resources to deal with LCTR claims only and HB new claims and changes given less priority.

**Resource implications**

Prioritising LCTR will impact on Housing Benefit speed of processing stats. Customers changes in circumstances and new claims not dealt with promptly could result in complaints and an intervention from DWP PDT (Performance development team)

The introduction of Universal Credit full service has reduced the amount of staff that work within Benefits as the HB caseload reduced, however the workload on CTS has significantly increased.

*Plan prepared by Benefits Manager*

## APPENDIX B6

PERFORMANCE PLAN				
Indicator	WL157a – Number of visits to Leisure facilities			
<b>Quarter Target</b>	131,134	<b>Quarter outturn</b>	76,190	
<p><b>Reason(s) for not meeting target</b>            This data has been affected by facilities being closed until 12th April as a consequence of lockdown and then reopening with a significant number of continued restrictions in place. Total visits to built facilities were only 16,138 in April but have grown to 28,025 in May and to 29,539 in June.</p> <p>Return for activities such as children's swimming lessons has been encouraging and is currently only 4% down on pre covid numbers. Group exercise classes have not been permitted during the period which has reduced numbers. Fitness suite membership is growing more slowly with numbers currently at 2,995 compared to a pre-covid number of 4331. 500 fitness members rejoined in the quarter following lockdown. Swimming usage has been restricted to lane swimming only during the quarter which has reduced numbers as junior casual swimming would normally provide a large element of usage.</p> <p>School swimming numbers are also not included in the figures for this quarter</p>				
<p><b>Additional commentary / background</b>            WLBC Officers continue to work with West Lancashire Community Leisure Trust and Serco to return activities to normal following lockdown and to develop marketing campaigns to further grow usage</p>				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>			<b>Completion date</b>	<b>due</b>
Maintain the use of screens within fitness areas to provide increased customer security			ongoing	

Lifting of all restrictions to allow a full range of activities to be offered within facilities	19 <sup>th</sup> July 2021
Install additional ventilation within fitness areas to increase customer security	31 August 2021
Launch of multi media marketing campaign in September to promote and grow swimming lessons	1 <sup>st</sup> September 2021
Return of school swimming lessons and the ability to run school swimming at the same time as public swimming sessions	1 <sup>st</sup> September 2021
Launch multi media marketing campaign in September to promote and grow fitness membership	1 <sup>st</sup> September 2021
Extend opening hours at all sites to increase opportunities for increased utilisation	1 <sup>st</sup> September 2021
Return of club bookings to sports halls and 3G pitches in line with the commencement of new sports seasons	30 <sup>th</sup> September 2021
<b>Improvement expected:</b> The plan will result in steady continued recovery following the lifting of lockdown restrictions which will enable a full activity programme to be offered. It is anticipated that the majority of improvement will be noticed at the end of Quarter 2 and then through Quarter 3	
<b>Resource implications</b> Resources for the above are picked up as part of the Income and Expenditure in the Leisure Contract	
<i>Plan prepared by Strategic Partnership Development Manager</i>	

## APPENDIX B7

PERFORMANCE PLAN				
Indicator	WL159 – Number attending parks and countryside events and activities			
<b>Quarter Target</b>	1000	<b>Quarter outturn</b>	838	
<b>Reason(s) for not meeting target</b> Activities and events have not been permitted during the quarter owing to covid restrictions and, as such, the normal events programme has not operated. 838 children have engaged in schools activities during the quarter.				
<b>Additional commentary / background</b>  Current policy is that the first internally organised WLBC event will be the Christmas lights switch on in December.  Some external events will take place in Q2 and Q3 along with the continuation of some school activities at the start of the school year in September 2021. Other events organised by the Ranger service won't commence again until 2021.				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>			<b>Completion due date</b>	
Support externally organised events planned on sites			July 2021	
Recommence school programme			September 2021	
Commence planning for 2022 events programme			September 2021	
<b>Improvement expected:</b> Main improvement from Q3 outturn onwards				
<i>Plan prepared by Strategic Partnership Development Manager</i>				

## APPENDIX B8

<b>PERFORMANCE PLAN</b>				
<b>Indicator</b>	WL150 Number of new participants engaged in health & wellbeing programmes/ interventions			
<b>Quarter Target</b>	55	<b>Quarter outturn</b>	29	
<b>Reason(s) for not meeting target</b>				
Participants started the programmes in Jan 21 therefore number of "new" participants in Q1 is low due to Gov Covid restrictions and the team being unable to promote the activities to a wider audience.				
<b>Additional commentary / background</b>				
<p>The health and wellbeing programmes/initiatives have been designed to specifically engage with residents who are vulnerable (clinically and or socially), living with significant health inequalities and long-term conditions. The impact of Covid has restricted the team's ability to deliver to large groups and numbers have been greatly restricted with any face to face delivery.</p> <p>Residents who engaged with the team in Q4 2020 have remained active on the initiatives and numbers of participants have been retained throughout Q1. The Winter Ready programme was a six-month time limited initiative and therefore transitioned at the end of March 21 into the regular delivery (online and in person) timetable of activities in the local greenspaces and virtually. The team have been working to ensure the activities delivered are sustainable or that participants have exit routes into local groups, support networks or new groups have been established. Due to the complexity of the individuals on our programmes this transition has taken time.</p> <p>The Health and Wellbeing Team have revised the online and face to face delivery timetable to allow for increased planning time during Q1, to plan and prepare the design and delivery of a targeted active ageing pilot programme supporting residents to 'Live Longer Better'. This includes creative engagement techniques with identified vulnerable residents to understand their behaviours, motivations and what they would enjoy doing/matters most to them.</p>				
<b>Action plan</b>				
<b>Tasks to be undertaken</b>				<b>Completion due date</b>
Team are developing a programme of engagement to encourage greater participation with those residents who are vulnerable. – Working in the Independent Living Schemes to build trust and relationships with residents, train staff, volunteers, residents to lead their own activities.				Q2 2021
Development key population health programmes / initiatives. Including work in the four priority wards of Skelmersdale, Social Isolation, Mental Health, and intergenerational MDT's (Obesity and mental health focus)				Q3 December 2021
Review of KPI targets				Q2 2021
Design and re-launch of the <i>Winter Ready</i> Programme – Priority target populations are being discussed and due to be identified, a programme of communications and physical activity opportunities will be developed.				Q2/3 2021
<b>Improvement expected:</b>				
The team are planning a sustainable approach to engaging with our most vulnerable residents to ensure behaviour change and the most appropriate opportunities are available to reduce health inequalities. Given the impact of Covid, KPI numbers are likely to be below current targets in 2021/2022. The structure of the programmes will be reviewed to allow for the impact of Covid and any increases expected over the Autumn / Winter months.				
<i>Plan prepared by Senior Partnership Development Manager</i>				