



AGENDA ITEM:

CABINET: 8 MARCH 2022

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY COMMITTEE:
10 MARCH 2022**

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 – Q3 2021/22**

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 December 2021.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Council's performance against the Council Plan for the quarter ended 31 December 2021 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 10 March 2022.

3.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

3.1 That the Council's performance against the Council Plan for the quarter ended 31 December 2021 be noted and any agreed comments be forwarded to the Relevant Portfolio Holder and Corporate Director for consideration.

4.0 CURRENT POSITION

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

- 4.2 Due to quarter end dates and committee timescales this report is being presented to Cabinet ahead of Overview & Scrutiny. This is outside of the usual order of meetings to avoid excessive delay in Cabinet receiving the information.
- 4.3 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.
- 4.4 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.
- 4.5 Progress against the actions and supporting KPIs are summarised and provided as a Corporate Performance Delivery Plan in Appendix A. Action progress is intended to provide progress for those actions with activity of note or planned to conclude within the quarter or outstanding from previous quarters. KPIs reported quarterly are included.
- 4.6 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.
- 4.7 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:
- 21 indicators met or exceeded target
 - 2 indicators narrowly missed target
 - 10 were 5% or more off target.
 - 3 have not been collected for the quarter due to validation of the data source.
- 4.8 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. These plans (Appendix B) provide the narrative behind the outturn.

6.0 SUSTAINABILITY IMPACTS

- 6.1 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.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

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

8.0 RISK ASSESSMENT

- 8.1 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.

9.0 HEALTH AND WELLBEING IMPLICATIONS

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

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A: Quarterly Council Plan Delivery Plan Report
Appendix B: Performance Plans





APPENDIX A: Corporate Performance Delivery Plan







Quarter 3 (October-December) 2021/22


Be a financially sustainable Council by 2023

Be a financially sustainable Council by 2023 - Actions







In Quarter Activity

	Completed	1		Check Progress	0
	In Progress	6		Overdue	0




To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Continue the implementation of the Council's Sustainable Organisation Review	Implementation has now been completed.			Finance
Make sure our internal financial and decision-making processes continue to be strong	Completed a review of budgets for 22/23 and incorporated the outcome of the local government finance settlement. Revised the Medium Term Financial Strategy to reflect the current position and a review of reserve balances and capital financing requirements has been undertaken. This will all form the basis of the report to February Council.			Finance
Optimise Inward Investment	See Solar Farm (Greener West Lancs)			Finance
Review fees and charges across all council services	Fees and Charges report prepared for submission to Council.			Finance
Consider the merits of all service options to ensure value for money is achieved	Great progress on the return of our Revenues & Benefits Customer Access Service from Lancashire County Council has been maintained with the project on track for the service to return back into West Lancs Customer Services from 1 March.			Finance
Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire.	TVD has continued to make good progress with its business plan and the completion of phase 1 schemes. An independent review by Local Partnerships has been undertaken and a full report will be taken to Council in 2022.			Finance








To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Continuously develop, find better ways to do things and embrace new technology	<p>Implemented new Me Learning Information Governance Platform to ensure we have an IG compliant workforce.</p> <p>Implemented upgrade to the Housing Management System allowing service delivery to be maintained and compliance to be adhered to within system compliance</p> <p>Preparation work for the move to Microsoft 365 continued. New intuitive Covid trackers produced and used to understand Omicron Covid position for WLBC to aid emergency planning</p>			Business Intelligence & Development

Be a financially sustainable Council by 2023 - KPIs

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

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





Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
E01 % rent loss through empty commercial properties available to rent	N/A PI not developed/data recorded at this time			3.2	2.8	3.1	10	/		
R1 % of Council Tax collected	93.06%	80.21%	93.06%	27.39%	52.29%	79.08%	85.90%		Performance significantly impacted by Borough Council decision to suspend Statutory Recovery processes in March 2020. Reintroduction recommenced late October 2021. Plan attached at Appendix	



Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
									B1	
R3 % of Business Rates Collected (NNDR)	87.46%	69.49%	87.46%	17.29%	42.50%	69.40%	81.85%	↓	As above Plan attached at Appendix B2	
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.26	100.38	100.26	105.05	100.18	100.86	100.04	↑		
TS11% of rent loss through dwellings being vacant	1.45%	1.47%	1.45%	1.27%	1.38%	1.23%	0.99%	↑	Plan attached at Appendix B3	
WL130 No. Service Now Customer Accounts	39,333	37,031	39,333	42,384	44,811	46,500		↑		
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	8.64	2.25	2.21	2.14	3.20	2.52	2.02	↓	Plan attached at Appendix B4	
WL164 Savings within financial year	N/A PI not developed/data recorded at this time			£250k	£250k	£187.5k,	£187.5k	/		

Create empowered, engaged and inclusive communities







Create empowered, engaged and inclusive communities – Actions

In Quarter Activity














	Completed	0		Check Progress	0
	In Progress	2		Overdue	0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Work with partners to develop a meaningful offer to support citizens to become digitally included	<p>Q3 marked the half way point of the digital training project delivered on behalf of the Council by "We are Digital". 52 hours of training sessions has been provided to residents. The training aims to improve residents digital skills and help overcome digital exclusion through free 1-2-1 digital skills sessions delivered remotely over the phone.</p> <p>The service has been promoted via press releases and flyers and continues to be promoted via social media and contact with community groups and foodbanks. WLBC staff have also been engaged to support those customers they have identified as needing additional digital support. We have also engaged with the CCG and VirginCare colleagues to refer residents they identify as needing additional support in accessing digital health services.</p>	Continued drive to make direct contact with residents to promote take up of the service.		Customer & Business Engagement
<p>Create innovative ways to listen to different community views</p> <p>Adopt best practice consultation</p> <p>Engage with communities for key decisions</p>	<p>The soft launch of the Council's new resident/customer 'Let's Talk West Lancashire' engagement platform began at the end of September 2021. The new platform is enabling us to engage, share information and support residents to provide feedback through different innovative and interactive methods.</p> <p>Local Plan Consultation launched in November as part of the 'soft launch'. There have been 124 new registrations in Q3 as part of the continued soft launch.</p>	Q4 will see the hard launch of the platform, including a specific Tenant Hub, as well as an internal Staff Hub.		Customer & Business Engagement

Create empowered, engaged and inclusive communities - KPIs

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





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






Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL85a Website: no. visits	546,671	124,761	104,707	104,979	79,765	157,060			Figures are higher in comparison to same period last year and attributed mainly to visits to Council Tax pages potentially due to recovery programme starting. Rise in visits to refuse and recycling pages are likely to be a result of checking Christmas period collections.	
WL85c Website: No. of payments processed online	78,042	14,605	13,415	27,984	15,365	15,860				
WL108 Average answered waiting time for callers to the contact centre (seconds)	43	23	35	148	133	154	145		Staff support of the COVID response reduced resource available for in customer services. ICT issues also had an impact. Performance Plan attached at Appendix B5	
WL90 % of Contact Centre calls answered	96.5%	97.5%	96.4%	86.7%	89.5%	87.7%	88.0%		As above	
WL131 No. Social Media Followers (WLBC FB, Twitter)	13,715	12,594	13,715	13,970	14,205	14,489			Social media followers increased 2% this quarter	

Become a Greener West Lancashire







Become a Greener West Lancashire - Actions

In Quarter Activity









	Completed	0		Check Progress	3
	In Progress	2		Overdue	0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Optimise the development of solar/wind farm investment	Discussions with Homes England have taken place regarding the business case for the solar farm at Junction 4. We have received a response from Homes England and have provided costings for the electrical connection.	We still await confirmation of the HE position regarding claw-back on the land.		Estates
Reduce waste & improve recycling, implement a Waste Strategy with a focus on sustainable solutions	The Waste and Recycling Promotions Officer post was filled in November to help promote recycling in the borough.			Waste Services
Be a role model and lead good practice; develop a Climate Change strategy and action plan Commit to maximising Council energy requirements from renewable sources	Action on Climate Emergency Review report submitted to Cabinet for January 2022. To be reviewed at Corporate & Environmental Overview & Scrutiny Committee in September 2022.	The lead officer post for environmental strategy remains vacant. The proposed re-alignment of services would establish a Climate Change officer and support post to allow this area of work to make the progress required. Advertisement anticipated during quarter four.		Property Services
Encourage local businesses and service providers to set their own targets for becoming carbon neutral and promote their achievements.		On appointment of new Environmental Strategy Manager, the Business Engagement (BE) / Comms Team will work collectively to promote greener working initiatives to businesses. BE Team are currently exploring working with the Greener Tourism marque to support businesses become accredited.		Customer & Business Engagement
Enhance green spaces promoting diverse uses - countryside facilities and public open spaces	Improvement works at Hunters Hill completed providing new signage, path network, surfacing of bridleway.	Preliminary investigations into feasibility of new country park continue.		Wellbeing & Leisure

Become a Greener West Lancashire – KPIs

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

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





Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES01 No. grass cuts undertaken on the highway between April-October	8	8	8	3	7	8	8		Q3 target/outturn is annual outturn due to grass cutting period	
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	9.6	9.6	9.6	3	8	10	10		As above	
NI191 Kerbside residual household waste per household (Kg)	543.21	138.83 ¹	137.99 ¹	133.5	126.17	128.02	125		As greater numbers of people are spending more time at home this inevitably produces more waste for Council household collections. This is likely to reduce as people return to workplaces but homeworking is likely to remain at higher than previous levels resulting in higher 'new normal' levels of household waste.	
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	46.90%	43.00% ¹	42.48%	47.80%	47.80%	42.54%	51.00%		As previously advised, with no immediate plans to change the recycling offer current levels of recycling are likely to remain broadly static other than annual variations or specific circumstances such as conditions for grass growth. No performance plan has therefore been prepared. Targets will be considered as part of the Council Plan refresh.	





¹ Following review of finalised figures data was restated and was originally published as: NI191 2020/21: Q3 138.83 (from 82.15); Q4 137.99 (from 87.08). NI 192 2020/21: Q3 43% (from 48.08%).

Support business to adapt and prosper

Support business to adapt and prosper - Actions

In Quarter Activity

	Completed	0		Check Progress	4
	In Progress	1		Overdue	0

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Create enlivened town centres offering diverse leisure opportunities and night time economy	Christmas Lights Switch On event in Ormskirk town centre 21st November 2021 was a huge success and attracted similar footfall to the 2019 event despite being scaled down. A Halloween event organised for market day on 28th October 2021 attracted the highest footfall for that month.			Strategic Planning, Regeneration and Implementation
Develop the market offer and reinvigorate Ormskirk's Eastern gateway	The Market Review Report has been completed and discussed with Senior Management and Members. The report outlines a number of recommendations to both enhance the market and safeguard it to ensure the market remains economically sustainable and continues to be a regular visitor attraction for Ormskirk town centre for both local people and those travelling from outside the borough. Planning consent for Ormskirk Bus Station approved. Additional £300,00 secured from LCC. LCC tender completed. Works programmed to start February 2022	Complete LERG Agreement with LCC. LCC to appoint contractor and start works.		Strategic Planning, Regeneration and Implementation
Lead the regeneration of Skelmersdale Town Centre.	The preferred consultant has been identified. A pre-contract meeting has taken place.	The consultant will be appointed when the Lancashire Economic Recovery and Growth fund agreement with LCC has been completed.		Strategic Planning, Regeneration and Implementation
Promote West Lancashire as a place to invest through the Skelmersdale Place Board and Ambassadors		An internal review of the Ambassadors Programme is currently underway. Business engagement resource has been diverted to COVID business support grants limiting the amount of planned work that has taken place during the 2020/21 - 2021/22.		Customer & Business Engagement

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Support recovery and growth of existing and new businesses Signpost and support businesses to innovate and diversify	The team have supported supported 254 businesses in relation to business support / covid grants	Business engagement resource has been diverted to COVID business support grants limiting the amount of planned work that has taken place during the 2020/21 - 2021/22.		Customer & Business Engagement

Support businesses to adapt and prosper - KPIs

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





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





Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 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%	93.94%	95.39%	97.21%	90.92%	93.12%	98.75%		Outturn relates to just over 6K invoices processed. This will be monitored closely by service area.	
ER09 Number of businesses added value to via business support, property searches, skills and employment	109	29	26	16	27	254			The large increase is due to the number of Covid business grant applications received during this quarter.	
WL148 Value of business support grants allocated and processed (million)	£39.70	£39.70	£39.70	£39.70	£39.70	£39.76			Economic Recovery Scheme was launched in October and £63K payments have been made during November-December.	


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

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







In Quarter Activity

	Completed	0		Check Progress	2
	In Progress	3		Overdue	0









To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Continue to drive forward the community safety agenda	Domestic Abuse Act became law in April 2021. The Community Safety and Housing Strategy Team have engaged with and supported LCC colleagues where appropriate to ensure the requirements of the new duty are delivered. Using Government New Burdens, a potential part-time Domestic Abuse Coordinator post to assist with compliance with the new duty is being progressed to help strengthen the Council's involvement with this work.			Environmental & Community Protection
Get the right mix of properties for each community	Public consultation on the new Local Plan 'Scope, Issues & Options' began on 18 November 2021 for a period of 10 weeks (27 January 2022). Preparation has continued for the Plan's evidence base.			Strategic Planning, Regeneration and Implementation
Develop homes to rent/buy for shared ownership through Tawd Valley Development Company	Fourteen homes at Fairstead, Skelmersdale were completed and handed over to new residents. The energy-efficient homes, a mix of six semi-detached properties and eight apartments built from timber frame, benefit from dual zone heating, double-glazing and electric car charge points, as well as light and spacious accommodation. A further 15 of 17 at Brierfield were also hand over before Christmas.			TVDC
Prepare a new Housing Strategy for West Lancashire	Progress is reliant upon the completion of the Housing and Economic Development Needs Assessment (HEDNA) evidence that forms part of the preparatory work for a new Local Plan. Final draft HEDNA received and Local Plan Cabinet Working Group (CWG) Members have asked to	Once HEDNA is published and forms part of the Local Plan evidence base Housing Strategy development timescales will be reset to take account of the amended Local Plan delivery timetable approved		Strategic Planning, Regeneration and Implementation

To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
	scrutinise this document and comments have been sent back to the study consultants.	by Cabinet in September 2021, to ensure timing synergy between the two pieces of work.		
Develop Environment Ward Reports for members	Metrics for reporting determined.	Work continues to create appropriate data reports requiring minimal administration.		Environmental Services

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

Quarter KPI Status		
	OK (within 0.01%) or exceeded	12
	Warning (within 5%)	0
	Alert (by 5% or more)	0
	PIs awaiting data	3
	Data only	0
	'Data only' awaiting data	0

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

Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 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%	100.00%	100.00%	95.83%	95.70%	100.00%	95.00%			
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%	01.06%	00.94%	N/A ³	00.00%	00.00%	10.00%			
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	99.80%	99.79%	99.80%	N/A ³	100.00%	100.00%	90.00%			





Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	02.35%	02.21%	02.35%	N/A ³	02.20%	04.40%	07.00%	↓		✔
ES19a % successful planned bin collections (grey)	N/A PI not developed/data recorded at this time			99.2%	99.8%	98.9%	96%	/		✔
ES19b % successful planned bin collections (blue)	N/A PI not developed/data recorded at this time			99.05%	99.8%	99.82%	96%	/		✔
ES19c % successful planned bin collections (brown)	N/A PI not developed/data recorded at this time			97.94%	99.8%	99.68%	96%	/		✔
ES19d % successful planned bin collections (green)	N/A PI not developed/data recorded at this time			99.15%	99.7%	99.85%	96%	/		✔
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	99.9%	99.9%	99.9%	100.0%	107.2%	100.0%	100.0%	↑		✔
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	98.1%	98.0%	98.1%	98.1%	98.1%	100.0%	100.0%	↑		✔
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	100.0%	100.0%	100.0%	93.8%	N/A	100.0%	/	Surveys and validation of data is currently underway. Data will be provided for quarter 4.	/
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	/	As above	/
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	/	As above	/
WL161 Affordable Housing units via Tawd Valley Developments	N/A PI not developed/data recorded at this time			0	13	29	13	/	Six semi-detached and eight apartments were completed and handed over to residents at Fairstead (Skelmersdale). 15 at the Brierfield development site from a total of 17 were also handed over.	✔





³Insufficient 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.

Everyone to be healthy, happy, safe and resilient

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







In Quarter Activity

	Completed	1		Check Progress	0
	In Progress	3		Overdue	0





To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
Develop a quality range of health, wellbeing and leisure facilities and services	A strategy for the procurement of a new Leisure Contract and the new Wellbeing and Leisure Hubs developed. Report to Council in December 2021. An options appraisal and consultation exercise has commenced in relation to Beacon Country Park and the Golf Course Consultation will be programmed to enable the Invest to Save scheme to be carried out at Burscough Racquets and Fitness Centre.			Leisure
Deliver our people strategy with Council staff that results in a continuously improving culture	Preparation for the Staff Awards to launch in January. The number of Kickstarts started in the Borough now stands at 204 and in 2020/2021 WLBC were the best performing council in the country against the public sector apprenticeship target metric with 6.7% new starts in that year.			HR & OD
Deliver our financial inclusion strategy and action plan	Working with the More Positive Together team to fund a bespoke role in Money Advice to manage referrals for tenants and potential tenant into the back into work program. Recruitment is now underway.	Work to introduce <i>Refernet</i> which will support electronic customer referrals across organizations and partners and provide a one contact approach to support services across the borough is expected to be in place by the end of March.		Housing
Work with partners to focus on prevention and reducing health inequalities	The Christmas Holiday Activity Fund (HAF) programme delivered 400 food parcels to families in receipt of free school meals to ensure families had food provisions over the Christmas period. Parcels were produced in partnership with Evermore Food Bank and Birchwood Centre, Shares Ltd. and 240 parcels were delivered by the WLBC Caretaking staff. All parcels were delivered to the children's			Leisure














To achieve this priority we will...	Delivered during the quarter	Requires focus	Status	Lead Service
	schools (last week of term) for collection and with a small number going to the Children Family Wellbeing Teams across the Borough. The activity programme enabled registered families to book on to a range of free activities including trips to the cinema, pantomime, physical activity sessions all inclusive of a hot meal for the whole family. West Lancs HAF Programme was the highest achieving over the Christmas period (in Lancs) through a range of engaging activities and communications. Given the rise in Omnicron the family uptake was very good.			


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

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

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

Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 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	15.00	12.00	20.00	22.00	19.00	12.00		Housing Benefit timescales alone stand at 5 days. Performance Plan attached at Appendix B6	
TS52 No. tenants accessing money advice service	N/A PI not developed/data recorded at this time			424	453	548		/	There has been a marked increase in case work this quarter. The intervention has supported the overall cash collection performance with an additional income of £176,368	

Performance Indicator	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
TS53 No. tenants supported with Food Poverty advice	N/A PI not developed/data recorded at this time			56	78	66		/	All tenants referred for a foodbank voucher by Money Advice were offered food budgeting and a benefit health check	
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	N/A PI not developed/data recorded at this time			13	4	8		/		
TS55 No. tenants provided with fuel poverty advice	N/A PI not developed/data recorded at this time			42	58	6		/	We are utilising the Household Support Fund for those in financial hardship. DEFRA grant managed through Citizen's Advice ended in September which affected the numbers referred into that service.	
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	N/A PI not developed/data recorded at this time			29	58	130	70	/	Figures include new participants into the GP Obesity DES, Optimal Ageing, Chair Based sessions	
WL151a Number of new clients attending vocational training	N/A PI not developed/data recorded at this time			19	24	126	28	/	All Kickstart placements are provided with a vocational training package to run alongside the 6 month placement. The high numbers of Kickstart placements we have achieved in the last quarter alongside the outcomes from MPT has resulted in the high over achievement for this quarter .	
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	N/A PI not developed/data recorded at this time			78	94	118	30	/	The Kickstart scheme has continued to grow far beyond our original target of 60 at the outset of the project.	
WL153a No. of partners working with Wellbeing and Leisure Service	N/A PI not developed/data recorded at this time			69	78	87	40	/		
WL157a No. visits to leisure facilities	N/A PI not developed/data recorded at this time			76,190	116,787	137,467	140,072	/	Performance Plan attached at Appendix B7	
WL159 No. attending parks and countryside events and activities	0	0	0	838	1,877	208	1,500		Larger scale events were not allowed under covid guidance. Therefore no plan provided.	

PERFORMANCE PLAN				
Indicator	R1 - % Council Tax collected (current year)			
Quarter Target	85.9%	Quarter outturn	79.08%	
Reason(s) for not meeting target				
<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>				
Additional commentary / background				
<p>The current PI targets are based on those agreed throughout the previous 10 year Partnership contract with OCL then BTLs 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 a single batch of 'softer' non statutory reminders to Council Tax payers who had fallen behind on paying their instalments. Re-introduction of Statutory Reminder Notices commenced in October 2021. Customers continue to be signposted to claim CTS where appropriate.</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 December 21 the service have collected £59m of the £74m liability raised for 2021/22.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Review Performance Indicator target to reflect changing conditions			Year End	
Reinstate recovery post Liability Order – Monitoring customer feedback from Statutory Notices prior to progressing in this area			Will be reviewed around Q4.	
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 on) Issue 14 Day Enforcement Notices, Instruct Enforcement Agents to proceed on cases they were dealing with pre covid. As a last resort escalate cases to Enforcement Agents for collection.

Also Court Services have not yet resumed to full service and will impact the ability to progress cases post Final Notice.

Improvement expected:


Improvements in performance may not be reflective until Q4.

Resource implications

- 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)			
Quarter Target	81.85%	Quarter outturn	69.40%	
Reason(s) for not meeting target				
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.				
Additional commentary / background				
The current PI targets are based on those agreed throughout the previous 10 year Partnership contract with OCL then BTLs 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 were 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). Re-introduction of Statutory Reminder Notices commenced in October 2021.

Whilst the PI are under target, as at the end of December 2021 the service have collected circa £20m of the £28m liability raised for 2021/22.

Action plan

Tasks to be undertaken	Completion due date
Review Performance Indicator target to reflect changing conditions	Year end
<p>Reinstate recovery post Liability Order - Monitoring customer feedback from Statutory Notices prior to progressing</p> <p>For example if customer does not contact to make a suitable arrangement, we can send 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</p> <p>Also Court Services have not yet resumed to full service and will impact the ability to progress cases post Final Notice.</p>	Will be reviewed around Q4.
<p>Design scheme to award relief to reduce chargeable amounts on 21/22 charge outstanding</p> <p>Central Government have announced a new Covid-19 Additional Relief Fund (CARF) to support business rate payers affected by the pandemic but that are ineligible for existing support linked to business rates. £2.2m has been allocated to West Lancashire. The Council is responsible for designing the discretionary relief scheme that is to operate in our area, however awards can only be made to reduce the chargeable business rates in 2021/22 (there are additional exceptions to the scheme).</p>	End of Q4


Improvement expected:


Improvements in performance may not be reflective until Q4.

Resource implications

- Increase in Customer Contact will impact calls into service
- Back office work trays will increase as a result of customer contact

Plan prepared by Revenues Manager

PERFORMANCE PLAN				
Indicator	TS11 - % rent loss through dwellings being vacant			
Quarter Target	0.99%	Quarter outturn	1.23%	
Reason(s) for not meeting target				
Due to COVID we have seen an impact on resources and resulting delays in the void process.				
Additional commentary / background				
Staffing resources, working arrangements due to localised risk assessments for COVID and power supplies have all impacted on the turnaround of properties.				
Actions				
<ul style="list-style-type: none"> • A joint Service Improvement plan has been developed with Wates, progress is reviewed in regular meetings. Concerns will be escalated to Senior Managers at Core Group. • Weekly meetings are held with Surveyors, Wates and Lettings staff to monitor progress of individual void properties. To agree and clarify progress. 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. • A meeting is scheduled 21/01/22 for Property Services R&M Surveyors and Managers to review and agree on improvement actions for the final quarter. • A procurement exercise has been undertaken to select a suitable energy company to address the supply issues. 				
The Tenancy Services Team, the Property Services Team and the contractors will continue to work closely together to improve performance and reduce void loss.				
Future targets Void performance for properties are monitored and managed through the contract KPI's which are reported on a monthly basis.				
Action plan				
Tasks to be undertaken		Completion due date		
Monitor actions in Service Improvement Plan		Ongoing		
Resource implications – Currently experiencing material delays within supply chain which are causing some delays in completing works and some additional costs				

PERFORMANCE PLAN				
Indicator	WL132-c19 FTE working days lost due to sickness absence			
Quarter Target	2.02	Quarter outturn	2.52	
Reason(s) for not meeting target				
<p>The sickness figures for this quarter show a reduction from the previous quarter, but still indicate a higher than target level of sickness absence. This is, in part, due to sickness absence due to Covid related illness, in addition to normal sickness absence. This keeps the sickness figures slightly inflated. The data suggest that October and November saw a reduction in Covid cases, with December 2021 starting to rise again, in line with what is happening nationally and the fast spread of the Omicron variant of Covid across the country.</p>				
Additional commentary / background				
<p>The government guidance in relation of self-isolation for period of Covid symptoms for 10 days has now reduced to 7 days (subject to consecutive negative Lateral Flow tests on day 6 and day 7 for positive cases. This will assist in reducing the length of time staff are required to self-isolation and be record against sickness figures, going forward, for absences associated with Covid.</p> <p>The Council continues to mitigate these absences as far as possible by ensuring that those staff who suffer from Covid, can 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 this illness in other circumstances.</p> <p>The 5 main cause of sickness absence in the Quarter 3 period were:</p> <ul style="list-style-type: none"> • 1.Musculoskeletal disorders • 2.Anxiety/Stress/Depression/Other Psychiatric Illness–Including Work Related • 3.Injury/Fracture • 4.Coronavirus (COVID-19) • 5.Surgery/Post-Operative Recuperation <p>You will note from the reasons, apart from COVID-19, all are serious longer-term health conditions, rather than persistent short-term absences.</p> <p>The analysis of the background to the muscular skeletal absences are under review at present. All Anxiety/Stress/Depression type absences are being managed with the Line Managers and supported, where possible from the resources we have available for signposting, including the provision of one-to-one counselling. Stress risk assessments are also undertaken, as required, as part of the return-to-work process. Coronavirus was the 4th most common reason for absence in the quarter, which is borne out in the reduction of incidents in October and November. Injury/Fracture and Surgery are managed, in line with advice from our Occupational Health provider. Assistance in an early return to work is often</p>				

difficult in injury/surgery cases, as they are often associated with known expected recovery periods. But Managers and HR business partners work together to keep these periods to a minimum, whilst ensuring that the staff health and wellbeing are not placed at risk.

To address mental ill health and wellbeing we have continued to reinforce the mental health and wellbeing support available within the Council's processes including access to mental health First Aiders, Able Futures, Zurich Counselling, and sign posting to other mental health support tools. These facilities are publicised regular in All staff emails to staff to ensure Staff are aware of the availability of them. The HR Business Partners also ensure Line Managers make staff aware of these facilities in appropriate sickness cases, through the case management process.

HR Business Partners continue to work closely with managers on absence and attendance management including advising on phased returns 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. Occupational Health has been utilised to inform and support phased and full returns to work for staff. Additional short-term resource remains within the HR to assist with volume of absence resource required which is proving successful in moving cases forward to conclusion.

Action plan


Tasks to be undertaken	Completion due date
Outcome of review of the circumstances behind Muscular Skeletal absences and consider improved risk assessment if this is work related.	January 2022
Provision of regular monthly sickness data to Heads of Service so they can review with Line Managers and ensure appropriate actions are being taken.	January 2022

Improvement expected: Q1 April-June 2022

Resource implications.


We will endeavour to deliver this within existing resources; however this will remain a challenge as one HR Business Partner remains seconded onto organisational change support reducing the capacity of the remaining two generalist HR Business Partners having to cover additional areas. Short term support currently in place supporting absence management has recently been extended to the end of April 2022.

Plan prepared by Human Resources and Organisational Development Manager

PERFORMANCE PLAN				
Indicator	WL108 – average answered waiting time for callers to the			
Quarter Target	145 seconds	Quarter outturn	156 seconds	
<p>Reason(s) for not meeting target</p> <ul style="list-style-type: none"> • A significant increase in calls in relation to the national Test, Track and Trace service (Contact Tracing) that the Customer Services team support. • ICT issues affecting the ability for Customer Services staff to access the Contact Centre telephony platform during November. 				
<p>Additional commentary / background</p> <p>Test, Track and Trace Service The Customer Services team currently provide the Contact Tracing service on behalf of the National Contact Tracing service for the West Lancashire area. As part of this support, an additional member of staff was recruited which is funded via the Department of Health and Social Care (DHSC).</p> <p>During November and December, the number of positive cases in the area, due to the Omicron variant, increased significantly. This resulted in additional support needing to be provided by the wider Customer Services team to support with the increased level of outbound calls to positive cases. This was to ensure that those positive cases followed the national guidance in relation to self-isolation to reduce the spread of the virus and to also provide advice and assistance in relation to the support available. This therefore had an impact on the levels of staff available to handle inbound calls to the Customer Contact Centre.</p> <p>The local Contract Tracing service for new cases returned to the National Service on 14/01/22.</p> <p>It is important to note that whilst the majority of new cases have returned to the National Service, there are still a number of cases being presented to WLBC on a daily basis. Discussions are ongoing with the National Service to resolve this; however, these cases need to be addressed by WLBC.</p> <p>In addition, the local signposting support (food/medication support) and the issuing of the test and trace support payments to those residents who are required to isolate, will remain with the Local Authority.</p> <p>January 2022 has seen a significant increase in the number of applications for the Test and Trace Support Payment, with the highest level of applications being received since the scheme went live.</p> <p>ICT Issues During November there were two separate ICT incidents within a week, that prevented the Customer Services team from handling inbound calls. This resulted in increased wait times for customers.</p>				
Action plan				
Tasks to be undertaken				Completion due date
Total return of cases to the National Case Tracing service.				Mid-February 2022
Recruitment of an additional temporary member of staff via agency to support the continued increase in Test and Trace Support payments (funded via the Test and Trace admin fund provided by DHSC).				End of February 2022

Work with LCC Digital to ensure additional contingency measures are in place to support the Customer Services team, to handle calls during periods of unplanned "system downtime" to minimise the impact on customers and performance. We have been given assurance that any issues will be immediately escalated to a high priority given the impact on the customer and our performance.	Completed December 2021
Improvement expected: We anticipate seeing some improvement during Q4, however this will depend on the level of cases and whether these continue to rise. The return of the Case Tracing service will support with this, however as detailed an additional resource is required to support the increase in Test and Trace support payments.	
Resource implications An additional resource is required to further support the Test and Trace Support payment applications. This will be funded via the monies allocated by the Department of Health and Social Care.	
Plan prepared by: Customer Experience Manager / Contact Centre Manager	

APPENDIX B6

PERFORMANCE PLAN				
Indicator	B 1 - Events Speed of Processing			
Quarter Target	12	Quarter outturn	19	
Reason(s) for not meeting target 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.				
Additional commentary / background 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. 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.				

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.

Comparative claim received volumes over recent years confirm these dramatic increases:

2018/19 transactions 15,661
2019/20 transactions 20,214
2020/21 transactions 31,155
2021/22 32,208 to date

The % increase over three years, a result of which has seen the times taken to process these higher volumes increase. impacting on our performance outputs.

The same impact on performance has been experienced across our colleagues in other Lancashire and national local authority Benefit Services.

Improvement expected:

We have prioritised LCTRs which has now reduced the backlog to x weeks as at the end of December. After the budget announcement of changes being made to Universal Credit taper I expect more LCT transactions going forward.

Its important to note that the events data for Housing Benefit only is 5 days


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.

Action plan

Tasks to be undertaken	Completion due date
Review Performance Indicator to reflect changing conditions	Year End
Plan prepared by <i>Benefits Manager</i>	

PERFORMANCE PLAN				
Indicator	WL157a – Number of visits to Leisure facilities			
Quarter Target	157,739	Quarter outturn	137,467	
<p>Reason(s) for not meeting target</p> <p>While visits are still below the overall target there is still a trend of growth across the year. Q3 visits have increased by 21,000 in comparison with Q2</p> <p>Usage in relation to childrens swimming lessons, swimming, outdoor pitch use and exercise classes exceeds pre lockdown levels.</p> <p>The biggest challenge currently relates to fitness suite membership where numbers are currently 30% lower than before the pandemic. WLBC officers continue to work with Serco to develop promotional and marketing initiatives</p> <p>It should be noted also that December is a traditionally quiet month across the Leisure sector where usage tends to drop. Increases in membership are expected in January</p>				
<p>Additional commentary / background</p> <p>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>				
Action plan				
Tasks to be undertaken			Completion due date	
Black Friday membership sale			December 2021 completed	
January membership promotion			31 January 2022	
<p>Improvement expected: Officers continue to work with Serco to develop growth. It would be expected that increases in membership will be noted in Q4</p>				
<p>Resource implications Resources for the above are picked up as part of the Income and Expenditure in the Leisure Contract</p>				
Plan prepared by Strategic Partnership Development Manager				