



AGENDA ITEM:

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY COMMITTEE:
8 DECEMBER 2022**

CABINET: 24 JANUARY 2023

Report of: Corporate Director of Housing, Transformation and Resources

Relevant Portfolio Holder: Councillor A Yates

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

SUBJECT: COUNCIL PERFORMANCE DELIVERY PLAN – Q2 2022/23

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 30 September 2022.

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 September 2022 be noted and any agreed comments be forwarded to the Relevant Portfolio Holder and Corporate Director of Housing, Transformation and Resources for consideration.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance against the Council Plan for the quarter ended 30 September 2022 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 8 December 2022.

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 The Council Plan was agreed by Members in October 2020. No revisions were made to the Plan for 2022/23. The Plan provides clarity of purpose for the Council allowing efficient communication of its strategic direction with the public, stakeholders and staff. This in turn allows effective planning and prioritisation of work and supports transparency and accountability.
- 4.3 Services developed and timetabled the actions (the "We Will..." statements) to meet those priorities over the three years of the Council Plan. This covers a large amount of work over several years across a broad spectrum of services. The suite of indicators to support evidencing delivery during 2022/23 was agreed in March 2022.
- 4.4 Progress against the actions are summarised and provided in Appendix A along with quarterly reported KPIs, grouped by priority. Action progress is intended to provide information for those actions with activity of note, planned to conclude within the quarter or outstanding from previous quarters rather than an overview of all related work.
- 4.5 Delivery Plan at Appendix A refers to 44 items within the quarterly suite, 10 of which are 'data only' (no target). Of the 34 PIs with targets reported quarterly:

| | Current Quarter | Previous Quarter* | Current vs previous Quarter* |
|--|-----------------|-------------------|------------------------------|
| Indicators meeting or exceeding target ('Green') | 20 | 26 | ↓ |
| Indicators narrowly missing target ('Amber') | 7 | 4 | ↓ |
| Indicators 5% or more off target ('Red') | 7 | 4 | ↓ |
| Data not yet available | 0 | 0 | — |
| Data that will not be provided (reason given in Appendix comments) | 0 | 0 | — |

*not directly comparable as revised quarter suite. Covid Business Grants have now ceased and the KPI *WL148 Value of business support grants allocated and processed* (data only) will not be reported during the year unless grants are re-introduced.

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

5.0 SUSTAINABILITY 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.

Background Documents

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

Equality Impact Assessment

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

Appendices

Appendix A: Quarterly Corporate Performance Delivery Report
Appendix B: Performance Plans

CORPORATE PERFORMANCE DELIVERY

Quarter 2 (July-September) 2022/23



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

ACTION STATUS

- Completed
- In Progress
- Check Progress
- Overdue





INDICATOR STATUS

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

LEAD SERVICE





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

Be a Financially Sustainable Council by 2023

| Priority Actions | | | |
|--|--|---|-------|
| We will... | Quarter delivery | Status | Lead |
| Maximise the value from existing assets and focus on value for money | Requires focus / attention: Rent reviews/lease renewals backlog created by Covid. The post-covid backlog is being reviewed to identify those where rent increases are justifiable in the current economic and market conditions |  | FPCPS |
| Review existing contract savings and work with suppliers to achieve economies of scale | Two Procurement Officers have been appointed. One internal appointment is in post and the external appointment due to start in November. Two Assistant Procurement Officers (both internal appointments) will be in post by the end of November. The move to managing procurement centrally will enable significant improvement and control over procurement activity. This will be a phased approach initially focusing on the areas that require most support whilst the Procurement team builds its resilience and capacity. |  | FPCPS |
| Make sure our internal financial and decision-making processes continue to be strong | The 21/22 unaudited accounts have now been published. We provided the 20/21 unaudited accounts v3 to auditors along with all the corresponding working papers. Member training on core aspects of the Council's financial processes is prepared for October with a session on treasury management. |  | FPCPS |
| Continuously develop, find better ways to do things and embrace new technology | Strengthening corporate planning, governance and security, the development of new intuitive M365 forms for Service Action Planning and HR Digital Movers were completed. The HR form enhances the movers process and reduces risk to data security. An upgrade to Civica payment system was completed to aid increased functionality and an upgrade to OPAYO secure payment platform was completed to reduce risk to the organisation. |  | CCS |



Be a financially sustainable Council by 2023 - KPIs

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








| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|---------|------------|------------|------------|------------|------------|------------------------|---|--|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| WL132-c19* FTE working days lost due to sickness absence per average FTE (COVID Inclusive) | 11.20 | 3.20 | 2.52 | 3.34 | 2.65 | 2.19 | 2.02 |  | Over the quarter performance improved with September figures meeting the target. Performance Plan attached at Appendix B1 |  |
| R1* % of Council Tax collected | 92.73% | 52.29% | 79.08% | 92.73% | 26.94% | 52.28% | 57.31% |  | Performance Plan attached at Appendix B2 |  |

Be a financially sustainable Council by 2023 - KPIs

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




| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|---|---------|---------------|---------------|---------------|---------------|---------------|---|--|---|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| TS1a* Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f). | 100.73 | 100.18 | 100.86 | 100.73 | 103.65 | 99.67 | 100 | ↓ | We have collected £470,884 more at this point in the financial year than this time last year, but due to rent increases have not quite met target. The Income and Money Advice Team are ensuring support is available to tenants who need it. This includes help with the housing support fund, applications to reduce council tax debt, fuel and food support and help with essential items to reduce poverty. | ⚠️ |
| TS11 * % of rent loss through dwellings being vacant | 1.18% | 1.38% | 1.23% | 1.18% | 1.06% | 1.14% | 1.1% | ↑ | | ⚠️ |
| R3* % of Business Rates Collected (NNDR) | 93.79% | 42.50% | 69.40% | 93.79% | 24.25% | 57.42% | 55.55% | ↑ | | ✅ |
| E01* % rent loss through empty commercial properties available to rent | 4.2 | 2.8 | 3.1 | 4.2 | 4.4 | 4.7 | 10 | ↓ | Slight upward trend continues reflecting hardening economic outlook. | ✅ |
| WL130* No. Service Now Customer Accounts | 48,433 | 44,811 | 46,500 | 48,433 | 50,294 | 51,821 |  | ↑ | |  |

Become a Greener West Lancashire







| We will... | Quarter delivery | Status | Lead |
|--|---|---|-------|
| Be a role model and lead good practice; develop a Climate Change Strategy and action plan | The role of Climate Change Officer has been advertised. Work on the review of the action plan, development of risk and a Climate Management Programme has begun. A positive outcome from the review of the action plan is that it has identified new supporting actions that the council is actively working on. The review will be completed by the end of October 2022. |  | ES |
| Optimise the Council fleet; increase route efficiency and maximise low emissions | The action forms part of the Our Futures transformation programme. A new Project Manager is now in post and has begun scoping work on this with all involved services. |  | ES |
| Reduce waste and improve recycling, implement a Waste strategy with a focus on sustainable solutions | A project has been started with Overview & Scrutiny to progress dual recycling points across the borough and linking in with Parish councils. There are currently 17 recycling bins throughout the Borough. We are currently looking to increase this to 25 before the end of Q4. |  | ES |
| Support the development of green transport | More electric vehicle charging points are being installed across the Borough. This forms part of our plans to make the option of owning electric vehicles more accessible for residents who would be unable to charge electric vehicles on their own driveway. The grant award letter was signed in February 2022 and ground works started in September. Chargepoints are expected to be live before the end of March 2023. A task and finish group has been set up to review current fleet. |  | ES |
| Increase the use of environmentally friendly products | All caterers and traders at the Green Fayre committed to no single use plastics and recyclable packaging. This is now in place for all events and activities managed by Outdoor Recreation Service. |  | WLP |
| Use green credentials to form part of our procurement selection criteria Use the supply chain to maximise energy efficiency, design out waste and reduce our carbon footprint | The delay of the Government's reform paper (expected 2023) combined with capacity of the service has meant this work cannot yet be planned in detail or progressed and is unlikely to conclude during 2022/23. |  | FPCPS |
| Optimise the development of solar/wind farm investment | Homes England Contingent Asset Liability Team has commissioned a third party specialist consultant to ascertain the relevance and any value of clawback associated with the proposed solar farm site at White Moss. |  | FPCPS |

Become a Greener West Lancashire - KPIs

Out of the 6 total KPIs within the priority, 3 are reported quarterly.

| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|---------|---------------|---------------|---------------|---------------|---------------|------------------------------|--|---|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| ES01* No. grass cuts undertaken on the highway between April-October | 8 | 7 | 8 | 8 | 3 | 7 | 7 | ▬ | |  |
| ES02* No. grass cuts undertaken in Sheltered Accommodation between April-October | 10 | 8 | 10 | 10 | 4 | 9 | 9 | ↑ | |  |
| NI192* Percentage of kerbside household waste sent for reuse, recycling and composting | 42.40% | 47.80% | 42.54% | 39.50% | 48.75% | 46.25% | 47.80% | ↓ | Reduction is expected to be due to more people back in the workplace and less recyclables being used in the property relative to grey waste |  |

Create empowered, engaged and inclusive communities








| Priority Actions | | | |
|--|--|---|------------|
| We will... | Quarter delivery | Status | Lead |
| Listen and provide feedback to customers about how their views have improved services | <p>The new Customer Feedback Policy which enables customers to make comments, compliments and complaints in relation to our services has been launched. As part of development we actively sought feedback from customers who had used the previous process to make a complaint and feedback on their experience was then used to shape the new policy.</p> <p>The new policy reduces the number of stages in our complaint process therefore speeding up the process and making it easier for customers to give feedback. The feedback is now triaged and monitored by a central team and the website updated to reflect the changes and to give further guidance to customers all to support improving the overall customer experience.</p> <p>Senior Managers received training around the new policy and also how to handle, investigate and respond to feedback effectively, as well as how to use this to make and evidence service improvements. This will also be shared with customers through our website. Customers are also invited to give their views on how we handled their feedback once they have gone through the process. This information will be used to enable services to learn and improve.</p> |  | CCS |
| Engage with communities when making key decisions Adopt a best practice model of consultation | <p>The Citizen and Stakeholder Survey, managed by appointed provider NWA, is complete and the results will be presented to the Executive Overview and Scrutiny Committee and Cabinet meetings in November.</p> <p>During the quarter we supported the Polling Review consultation and now have a total of 226 residents registered with the Your Voice Engagement Portal. The Tenant Portal also hosted the Housing Allocations Policy review with 75 submissions and Garage Allocations with 68 submissions. We have also finalised the procurement to undertake the Tenant Satisfaction Measures consultation which will be planned after the purdah period.</p> |  | CCS |
| Work with partners to develop a meaningful offer to support citizens to become digitally included | The <i>We Are Digital Programme</i> has completed with an underspend from the contract. It is using this to buy unused laptops/kit from the provider. This kit will be distributed through the Community Connector team who are well placed to identify community organisations and schemes well connected to residents who are digitally excluded due to financial reasons. Discussion on how to approach a more targeted approach to digital inclusion is planned between Engagement, Financial Inclusion, and the Wellbeing Teams. |  | CCS |
| Use Councillors' existing reach and influence to provide community feedback to shape decision making | The Political Governance Arrangements Working Group investigated options for change in the political system of governance for the Council. A report with the Committee's recommendation for the move to a Committee System in 2024 will be presented at full Council in October. |  | LDS |
| Develop neighbourhood plans with key partnerships committed to meeting the needs of our communities | Community and Wellbeing Manager has worked strategically to understand the possibilities and implications of mobilising a neighbourhood model. |  | WLP |
| Build on and develop strengths within local communities | <p>The Community Connector Team delivered a series of pop-up community consultation events:</p> <ul style="list-style-type: none"> initially concentrating on the four deprived wards of Skelmersdale. 183 residents and 42 Group Leaders completed consultation forms. Data collated and action plan being devised. 6 event facilitated & delivered at locations with high footfall including: Ormskirk Market, Tawd Valley Retail Park, Concourse Skelmersdale, Beacon Country Park, Tanhouse Community Hub with 157 residents engaging with our team. <p>Contact has been made with voluntary groups to collate contact details and areas of working groups with the aim of increasing voluntary involvement with Environmental Services. The Clean & Green Champions is running alongside task and finish group for fly tipping and grot spots. Arrangements have been made to produce a volunteer handbook and provide equipment to groups.</p> |  | WLP/ ES |

Create empowered, engaged and inclusive communities - KPIs

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












| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|---------|------------|------------|------------|------------|------------|------------------------|---------------------------------|--|----------------|
| | Value | Value | Value | Value | Value | Value | | | | |
| WL90* % of Contact Centre calls answered | 87.8% | 89.5% | 87.7% | 87.3% | 92.6% | 93.2% | 88.0% | ↑ | | |
| WL108* Average answered waiting time for callers to the contact centre (seconds) | 150 | 133 | 154 | 163 | 110 | 99 | 145 | ↑ | | |
| WL85a* Website: no. visits | 540,099 | 79,765 | 157,060 | 198,295 | 230,130 | 195,685 | | ↑ | The significant increase on the same period in the previous year is mainly due to the energy rebate schemes. Most popular pages during quarter were pay a bill, search planning applications and £150 energy rebate. | |
| WL85c* Website: No. of payments processed online | 72,380 | 15,365 | 15,860 | 13,171 | 22,711 | 14,416 | | ↓ | Figures for this quarter dip after Q1 however the main services for online payments continue to be Council Tax, Housing Rents and Garden Waste Subscriptions | |
| WL131* No. Social Media Followers (WLBC FB, Twitter) | 14,870 | 14,205 | 14,489 | 14,870 | 15,145 | 15,391 | | ↑ | Most engaging posts include The Bank Holiday Festival, The death of Queen Elizabeth II, the proclamation and Green Fayre | |

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

| Priority Actions | | | |
|--|---|---|-----------|
| We will... | Quarter delivery | Status | Lead |
| Develop homes to rent/buy/for shared ownership through Tawd Valley Development Company | <p>Northfield was a phased completion and handover with phases 1 and 2 completed (17 Homes). Phase 3 is due to complete week of 7 October 2022.</p> <p>Comments from internal colleagues on the Rent to Buy Policy and Shared Ownership Policy have been received and will be used to re-shape the policies accordingly. Legal have advised that Counsel advice is required so this aspect needs to be factored in to the policy development process ahead of eventual Member consideration.</p> <p>Requires focus/attention : Halton Castle (10 homes) was also due to complete in August, however a delay in legal agreements with Electricity North West apparatus could not be installed according to programme. The completion date has therefore moved to November 2022.</p> |  | TVD / HSG |
| Continue to drive forward the community safety agenda | <p>Requires focus / attention: Progress currently outside of service control. The Serious Violence Crime Duty has been delayed and is likely to be introduced in October/November 2022. The production/adoption of a Serious Violence Plan by the Community Strategy Partnership is therefore delayed.</p> |  | PRS |
| Develop environment ward reports for members | Ward Reports are to be renamed ' <i>Environmental Services Update</i> ' This will appear in the monthly Member Updates delivered by Digital Communications. The first service update will appear in November's edition. |  | ES |
| Deliver high quality street cleansing services based on demand | There has been some movement of Clean and Green team operatives to ensure equal skills within the teams for the winter season. |  | ES |
| <p>Review our Housing Strategy</p> <p>Get the right mix of properties for each community</p> | A report for Cabinet in November has been prepared to outline the link between HEDNA publication and housing strategy development. The report also seeks an extension to the operating period for the existing housing strategy to March 2024 and re-endorsement of the existing vision and delivery objectives as well as confirming progress is being made against delivery objectives in the meantime. The delay does not impact on operational delivery of housing related interventions, inward investment and day to day activity eg affordable housing and supported housing for vulnerable client groups. |  | HSG |
| <p>Identify strategic regeneration areas and investment plans</p> <p>Increase the supply of homes to bring cheaper private rents/more choice</p> | The responses to the Scope, Issues and Options consultation of the Local Plan which concluded in January 2022 are now being summarised and emerging themes are being collated. |  | PRS |
| Review WLBC/public estate land holdings | Proposals for re-establishing a SAMP process are to be reviewed. |  | FPCPS |

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

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

| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|---------|------------|------------|------------------|------------|------------|------------------------|---------------------------------|--|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| ES07* % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative) ¹ | 00.00% | 00.00% | 00.00% | N/A ² | 00.00% | 08.33% | 05.00% | ↓ | Performance plan attached at Appendix B3 |  |
| ES08* % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative) ¹ | 100.00% | 100.00% | 100.00% | N/A ² | 100.00% | 94.79% | 95.00% | ↓ | Context for performance is given in the above plan |  |
| ES11* % locations inspected falling into categories C/D - Detritus (cumulative) ¹ | 4.40% | 02.20% | 04.40% | N/A ² | 16.44% | 05.21% | 05.00% | ↓ | As above |  |
| ES04* % locations inspected falling into categories A/B - Litter (cumulative) ¹ | 100.00% | 95.70% | 100.00% | N/A ² | 95.06% | 99.14% | 97.00% | ↑ | |  |
| ES06* % locations inspected falling into categories A/B - Dog Fouling (cumulative) | 100.00% | 100.00% | 100.00% | N/A ² | 100.00% | 100.00% | 97.00% | ▬ | |  |
| ES19a* % successful planned bin collections (grey) | 99.2% | 99.8% | 98.9% | 99.26% | 99.8% | 99.8% | 97% | ▬ | |  |
| ES19b* % successful planned bin collections (blue) | 99.89% | 99.8% | 99.82% | 99.91% | 99.92% | 99.92% | 97% | ↑ | |  |
| ES19c* % successful planned bin collections (brown) | 97.94% | 99.8% | 99.68% | 99.93% | 99.63% | 99.84% | 97% | ↑ | |  |
| ES19d* % successful planned bin collections (green) | 99.15% | 99.7% | 99.85% | 99.91% | 99.93% | 99.94% | 97% | ↑ | |  |
| HS27* % of properties with a valid Landlord Gas Safety Record (homes and buildings) | 99.9% | 99.9% | 99.9% | 99.9% | 99.9% | 99.9% | 100.0% | ▬ | Outturn is consistent with an average of 1-10 properties with out of date certificates at different stages of the legal process. Within the quarter, two months were at 100%. |  |
| HS28* % of properties with a valid Electrical Installation Condition Report (homes and buildings) | 96.5% | 98.1% | 96.7% | 96.5% | 96.0% | 96.3% | 100.0% | ↓ | Outturn relates to 200+ properties currently past their reinspection date. Although there are currently no legislative requirements for inspecting electrical installations we operate a 5-year reinspection schedule on all Council managed properties. We consistently achieve above 90% of re-inspections within 5 years and operate a no access and escalation |  |

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






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

| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|---------|------------|------------------|------------|------------|------------|------------------------|---------------------------------|--|----------------|
| | Value | Value | Value | Value | Value | Value | | | | |
| | | | | | | | | | procedure for properties where we have not been able to gain access. | |
| HS29* % non-domestic that require an asbestos management survey/re-inspection | 100.0% | 93.8% | N/A ³ | 100.0% | 100.0% | 100.0% | 100.0% | ↑ | | ✓ |
| HS30* % of non-domestic properties with fire risk assessment in place | 100.0% | 100.0% | N/A ³ | 100.0% | 100.0% | 100.0% | 100.0% | ▬ | | ✓ |
| HS31* % of properties covered by water hygiene risk assessment (homes and buildings) | 100.0% | 100.0% | N/A ³ | 100.0% | 100.0% | 100.0% | 100.0% | ▬ | | ✓ |
| WL161* Affordable Housing units via Tawd Valley Developments | 44 | 13 | 29 | 2 | 0 | 17 | 17 | ↑ | Outturn from Northfield phase 1 and 2 completions. | ✓ |

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

² Insufficient area inspections were submitted to generate scoring through the Land Audit Management System quality inspection model; ³ Surveys and validation of data mean data for HS 29/30/31 in Q3 21/22 was not available.

Everyone to be healthy, happy, safe and resilient











| Priority Actions | | | |
|---|---|---|------|
| We will... | Quarter delivery | Status | Lead |
| Deliver our people strategy with Council staff that results in a continuously improving culture | <p>A detailed review of the Recruitment, Induction and Probation policies and processes is currently being undertaken to support attraction and retention of skilled staff within the Council. Revised induction processes and a renewed emphasis on an effective probation process will be rolled out shortly. This work is aligned to the outcomes of the staff survey and peer review.</p> <p>Requires focus/attention : The increased cost-of-living is a national concern. The Council will focus on promoting support mechanisms for staff as well as Customers. The HR and OD Teams are currently consulting with managers to understand their priorities for HR and OD Services to ensure the work programme is fully aligned to the needs of the Council with a view to relaunching its People Strategy Ambassador Programme.</p> |  | CCS |
| Work with partners to focus on prevention and reducing health inequalities | <p>The LCC funding for the WLBC bid for CYP initiatives was repurposed and no longer available. A new Community Connector and Wellbeing post has been recruited to start in January 2023 to focus on CYP.</p> <p>As the District Family Hubs Network Lead, the Community & Wellbeing Manager will be working on Programme design and implementation from January 2023.</p> <p>The Team are actively promoting the opportunities for the third sector to engage with the Optimal Ageing pilot as and when appropriate. The pilot deadline for delivery has now passed, funding will be spent to enable and encourage social and physical activity for older adults in the community.</p> <p>The Wellbeing and Community Manager is working with external partners to codesign a concept that connects local services to ensure that residents who have multiple priorities can access the right service at the right time for them - Shared point of access model.</p> |  | WLP |
| Bring in additional money/services to support our most deprived areas | <p>An MPT staff member is now based within the Housing Team twice per week. This has encouraged referrals into MPT and raised awareness of the scheme and opportunities.</p> <p>Internal funding workshop was delivered to enhance the knowledge of the team and provide ability to support third sector organisations.</p> <p>UKSPF funding application has been submitted</p> <p>A new MOU is being written to draw across funds from the Integrated Care Board to recruit two new fixed term staff to deliver population health-based initiatives within the community.</p> |  | WLP |
| Facilitate and co-ordinate Food Insecurity Action Plan | The Food Insecurity forum has developed an action plan and partners are working to mobilise some of the priorities. |  | WLP |
| Deliver our health and wellbeing strategy embedding school initiatives | Health and Wellbeing within all policies and decisions. Clear understanding about the purpose of the strategy and what resources are available to codesign and produce a strategy or action plan that is reflective of the local place-based priorities and partner vision/strategies. |  | WLP |

| Priority Actions | | | |
|--|---|--------|------|
| We will... | Quarter delivery | Status | Lead |
| Develop a quality range of health, wellbeing and leisure facilities and services | <p>WLBC Levelling Up Fund bid was submitted which totalled an ask of £13.1 million. Officers expect to hear the outcome of our application in December 2022.</p> <p>During Q2, the Access agreement for RIBA 3 and RIBA 4 has been sealed and pre construction surveys will commence early November with partner consultation scheduled to start early December. By the end of Stage 3 (April 2023), the architectural, building services and structural engineering designs will all have been developed and will have been checked by the lead designer and client team. The build cost will be aligned to the Project Budget during this phase.</p> <p>Burscough Wellbeing and Leisure hub is a refurbishment therefore this project will be on a standalone access agreement with ALS. This is scheduled to be received no later than 23rd Dec 2022 for Officer review.</p> <p>Beacon developments are progressing, a report has been shared with Leisure Committee members and recommendations have been made.</p> | | WLP |








| Everyone to be healthy, happy, safe and resilient - KPIs | | | | | | | | | | |
|--|---------|------------|------------|------------|------------|------------|------------------------|---------------------------------|---|----------------|
| Out of the 15 total KPIs within the priority, 12 are reported quarterly. | | | | | | | | | | |
| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
| | Value | Value | Value | Value | Value | Value | | | | |
| WL159* No. attending parks and countryside events and activities | 3,163 | 1,877 | 208 | 240 | 12,363 | 14,341 | 17,000 | | <p>When the events programme was compiled the number of summer events was reduced due to staff capacity (including for the extra planning/delivery of the Jubilee events in Q1). Green Fayre attendance was slightly lower than expected due to erratic weather and Motorfest figures for those using Coronation Park were expected to be included when the target was set.</p> <p>Head of Service decision Plan not required as would not improve performance.</p> | |
| WL151a* Number of new clients attending vocational training | 202 | 24 | 126 | 33 | 41 | 19 | 24 | | <p>Outturn relates to MPT and Health Walk Leader Training Course. Team is a staff member down, and new management in place. Awaiting proof of course completion from a number of participants.</p> <p>Head of Service decision Plan not required as would not improve performance.</p> | |
| WL151b* Number of new participants engaged to enhance | 327 | 94 | 118 | 37 | 41 | 25 | 70 | | <p>Team is a staff member down, and new management in place. Currently end of year</p> | |

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

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




| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|--|-----------------------------------|------------|------------|------------|------------|------------|---|---------------------------------|---|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| employability, confidence, skills and qualifications | | | | | | | | | target is achievable based on currently recruitment. Head of Service decision Plan not required as would not improve performance. | |
| WL150* Number of new participants engaged in health & wellbeing programmes/interventions | 333 | 58 | 130 | 116 | 559 | 283 | 70 | ↑ | | ✔ |
| WL153a* No. of partners working with Wellbeing and Leisure Service | 72 | 78 | 87 | 72 | 38 | 42 | 40 | ↓ | | ✔ |
| WL157a* No. visits to leisure facilities | 485,916 | 116,787 | 137,467 | 155,472 | 147,055 | 130,045 | 125,000 | ↑ | | ✔ |
| B5* Speed of Processing Housing Benefit | N/A PI not developed at this time | | | | 6 | 5 | 12 | / | | ✔ |
| WL165* % Staff Turnover Rate | N/A PI not developed at this time | | | | 5.04% | 2.57% |  | / | |  |
| TS52* No. tenants accessing money advice service | 2043 | 453 | 548 | 618 | 486 | 565 |  | ↑ | Increase due to Income and Money Advice team proactively contacting tenants who have had an increase in heating charges with outstanding arrears. |  |
| TS53* No. tenants supported with Food Poverty advice | 304 | 78 | 66 | 104 | 89 | 117 |  | ↑ | Increase indicative of the cost of living crisis. This is also due to the support offered through joint working with Money Advice and specific food bank providers. |  |
| TS54* No. people provided with money advice to help prevent homelessness (tenants & residents) | 36 | 4 | 8 | 11 | 1 | 15 |  | ↑ | Increase for Q2 due to several of these referrals being received in Q1 but completed in Q2. |  |
| TS55* No. tenants provided with fuel poverty advice | 110 | 58 | 6 | 4 | 34 | 90 |  | ↑ | Significant increase is indicative of the cost of living crisis and the support that is needed. |  |


Support businesses to adapt and prosper

| Priority Actions | | | |
|---|---|---|-------------|
| We will... | Quarter delivery | Status | Lead |
| Adopt an inclusive procurement approach which supports local businesses to tender for opportunities | <p>The Procurement Manager has continued to work with Centre of Local Economic Strategies (CLES) and has developed standardised wording relating to social value for tenders which is beginning to be introduced as appropriate.</p> <p>Requires focus / attention: A Social Policy that reflects the Community Wealth Building initiative still under consideration/development. Due to conflicting priorities the work on the Procurement page on the Council website has been delayed.</p> |  | FPCPS |
| Develop a strong web presence which positively promotes West Lancashire | The action forms part of the Our Futures transformation programme. Key stakeholders have been identified within the project team for support. Scope is being finalised to include budget, benefits and milestones. |  | CCS |
| Support the recovery and growth of existing and new businesses | <p>The gift card scheme has recently been launched to strengthen the local/independent shopping offer across the borough. This has been promoted through both the Council's and Discover Ormskirk Channels.</p> <p>Awaiting timeframe for the Local Plan before the scope of the Economic Development Strategy can be determined.</p> |  | WLP/ CCS |
| Develop the market offer and reinvigorate Ormskirk's Eastern gateway | Develop the market offer activity previously completed. Ormskirk Eastern Gateway is progressing and forecast for completion by March 2023. A delay in works contract is due to the presence of nesting birds and contractor's performance. |  | WLP |
| Lead the regeneration of Skelmersdale Town Centre | LCC have issued the final draft legal documents for the monies from the Economic Recovery and Growth Fund for review by WLBC Legal Services. |  | WLP |
| Create enlivened town centres offering diverse leisure opportunities and night time economy | August Bank Holiday showed a successful multi-partner town centre event. Artisan markets are ongoing for the remainder of 2022. Christmas event planning is in progress. |  | WLP |
| Signpost and support businesses to innovate and diversify | Following the work associated with distributing COVID-related business grants, the Business Engagement Service focus is on helping local businesses continue to adapt from the impact from COVID. Different sectors experience different issues during recovery and the team is helping with queries including around start-ups, skills & training, finding commercial land and property, networking and funding and other opportunities. For example, as previously reported the team is currently supporting businesses become more environmentally sustainable and energy efficient and earn the internationally recognised Green Tourism Award. |  | CCS |


Support businesses to adapt and prosper - KPIs


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

| Performance Indicator | 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Current Quarter Target | Outturn vs same Q previous year | Comment | Quarter Status |
|---|---------|---------------|---------------|---------------|---------------|---------------|---|--|--|---|
| | Value | Value | Value | Value | Value | Value | | | | |
| BV8* % invoices paid on time (within quarter) | 93.21% | 90.92% | 93.12% | 91.92% | 94.12% | 93.81% | 98.75% | ↑ | Performance Plan attached at Appendix B4 |  |
| ER09* Number of businesses added value to via business support, property searches, skills and employment | 925 | 27 | 254 | 628 | 15 | 11 |  | ↓ | Reduction this year reflects the end of Covid Business Grants |  |


| PERFORMANCE PLAN | | | | |
|--|---|------------------------|-----------|---|
| Indicator | WL132-c19 FTE working days lost due to sickness absence | | | |
| Quarter Target | 2.02 | Quarter outturn | 2.19 (Q2) |  |
| Reason(s) for not meeting target | | | | |
| <p>The main reason for sickness absence continues to be Anxiety/Stress/Depression, both work and non-work related. This has remained the same for Quarter 1 and Quarter 2. In Quarter 2 there was higher number of absences related to Coronavirus.</p> | | | | |
| Additional commentary / background | | | | |
| <p>The Council continues to mitigate Covid absences as far as possible by ensuring that those staff who suffer from Covid can work from home where possible and are not recorded as sickness absences. The HR Team have been taking advice from the Local Government Association on how to manage absences related to the Coronavirus. However, in front-facing services, this is not possible. Staff have no alternative other than to self-isolate and report in sick, even if they have had a mild case and could have worked through this illness in different circumstances.</p> <p>The five main causes of sickness absence in the Quarter 2 period were:</p> <ol style="list-style-type: none"> 1. Anxiety/Stress (including work related and non-work related) 2. Coronavirus (COVID-19) 3. Gastrointestinal Problems (e.g., Abdominal Pain/Gastroenteritis/Vomiting/Diarrhoea) 4. Surgery/Post Operative Recuperation 5. Injury/Fracture <p>HR Business Partners (HRBPs) work closely with managers on absence and attendance management in line with the Management of Sickness Absence Policy. HRBPs also remind managers around the legal responsibilities under the Health and Safety Act 1974 regarding completing stress risk assessment and continue to reinforce the mental health and wellbeing support within the Council to all staff as this relates to the main cause of sickness absence. In addition, regular monthly sickness data is provided to Heads of Service so they can review with Line Managers and ensure appropriate actions are being taken.</p> | | | | |
| Action plan | | | | |
| Tasks to be undertaken | | | | Completion due date |
| Participate in the National Stress Awareness Day 2022. Reinforcing the use of Mental Health First Aiders and reminding staff of the services from Able Futures who deliver free mental health support service as well as the Council partnership with Zurich Insurance, who provide impartial help and support to employees with their health and wellbeing, including free counselling and advice on stress-related issues such as finance, family matters, bereavement, addiction, anxiety, and self-esteem. | | | | November 2022 (complete) |
| Review the Return-to-Work Form and highlight how to turn it into an E Form. This will ensure that sickness data is captured on one data sheet for the entire council to improve the reporting process. In August 2022 the form was sent to Business Transformation and the OD team will be attending a coaching session to begin to build the first version of the E Form. | | | | November 2022 |
| Discussed if there is a business need to implement an Andropause Policy and Management Guidance. Andropause is defined as changes in psychological or physical health in males, attributed to age-related hormonal changes, or lifestyle or psychological problems, negatively impacting on health. On average, andropause tends to occur in men over 50, however, this is not always the case. Psychological effects include depression and anxiety, which is one the five main causes for | | | | November 2022 |

| | |
|--|---------------|
| <p>sickness absence. With WLBC having an aging workforce then this policy could help manage the health and wellbeing of make employees over 50 years of age.</p> <p>The first draft of the policy has been completed, to support the Environmental Services Wellbeing Day, it will at this event HR and OD will gather further feedback to shape the final version of the policy.</p> | |
| <p>From October 2022 it was aimed that all new starters will be attending HR and OD Staff Briefings on the Attendance Management Policy and Wellbeing facilities. Due to annual leave absence this moved to November 2022. The OD staff will be holding their designated staff briefings in November. OD are now coordinating the dates.</p> | November 2022 |
| <p>Staff raised the issues of lack of 121 meetings. HR and OD have drafted a 121 meeting notes template to ensure it captures the following:</p> <ul style="list-style-type: none"> • Key achievement • Achievement per quarter • Areas of struggle per quarter • How staff overcame any issues or problems • Key activities planned per quarter • How we sustain or improve health and well being • Personal development needs per quarter. • Risks on Pentana that are assigned to the employee is suitable and conformable <p>Lunch time learning session is being designed to brief line managers on how to make the most out of the 121 meeting and the importance of planning the workload each quarter. This will be launched in December 2022.</p> | December 2022 |
| <p>Update team on how to manage long covid cases. In preparation for Q3 winter season, the team will be using the Unison Joint Covid Protocol, to facilitate a return to work for employees who, has been absent with long Covid. The HR Team is keeping up to date regarding Covid-19 employment law and workforce FAQs via the Local Government Association. COVID-19 employment law and workforce FAQs Local Government Association</p> | December 2022 |
| <p>The following training and development courses will be made mandatory to support sickness performance, once the new Learning Management System is put in place:</p> <ul style="list-style-type: none"> • Stress Awareness for Managers: Within the first 3 months of management appointment, if internally promoted or as part of manager induction, if a recruit • Health and Safety First 6 months (induction and probation) and every 2 years. • Managing Remote Workers Within the first 3 months of management appointment, if internally promoted or as part of manager induction if a recruit. • Suicide Prevention Awareness Within the first 6 months of management appointment, if internally promoted or as part of manager induction, if a recruit | March 2023 |
| <p>Improvement expected:</p> <p>Improvements in performance may not be reflective until Q4</p> | |
| <p>Plan prepared by: HR and Project Specialist Manager</p> | |

| PERFORMANCE PLAN | | | | |
|--|---|------------------------|--|---|
| Indicator | R1 - % Council Tax collected (current year) | | | |
| Quarter Target | 57.31% | Quarter outturn | 52.28% |  |
| <p>Reason(s) for not meeting target Performance impacted by Borough Council decision to suspend Statutory Recovery processes whilst delivering Energy Rebate Scheme</p> | | | | |
| <p>Additional commentary / background Council Tax has been impacted as a result of the decision to cease statutory recovery since February 2022. This decision was made by Head of Service/Service Manager initially support the transition of customer calls from LCC Customer Access Service into WLBC Customer Service, however this was extended further following the government's announcement to deliver a £150 non-refundable payment to all properties within council tax bands A – D (circa 41,000)</p> <p>We have successfully administered the support packages announced by Government in terms of the Energy Rebate, Discretionary Energy Rebate Scheme, and the Household Support Fund (HSF). The Energy Rebate & HSF fund closed on 30th September 2022.</p> <p>The reintroduction of statutory reminders is a significant function that will be key in supporting the delivery of our services performance plans.</p> <p>We will ensure that the necessary signposting for any customers who may need extra support through this process is offered.</p> <p>It is also worth noting that the timing of The Local Council Tax Discretionary Energy Support Scheme launch coincides with the energy price increase which took effect from 1st October 2022. It is envisaged that this scheme will provide additional support to customers over the winter months.</p> | | | | |
| Action plan | | | | |
| Tasks to be undertaken | | | Completion due date | |
| Review performance indicator target to reflect changing conditions | | | Year End | |
| HOS has instructed to reinstate statutory recovery notices (first, second, final reminders and liability orders at Magistrates Court, additional costs incurred to customer) | | | Q3 – (First batch of statutory reminders scheduled to be issued 17 th October 2022) | |
| 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 on) Issue 14 Day Enforcement Notices, Instruct Enforcement Agents to proceed on cases they were dealing with pre covid. As a last resort escalate cases to Enforcement Agents for collection | | | | |
| <p>Improvement expected: Improvements in performance may not be reflective until Q4. Whilst we will resume and implement normal recovery processes in a timely manner ensuring all scheduled notices meet the timelines, there remains some uncertainty about customers ability to pay. The CAS team and the back office will ensure that full support is given to signpost and support vulnerable customers struggling to pay. The HoS has requested monthly recovery performance to be presented to monitor our progress.</p> | | | | |
| Plan prepared by : Revenues Manager | | | | |

| PERFORMANCE PLAN | | | | |
|---|--|-----------------|--|---|
| Indicator | % locations inspected falling into particular categories | | | |
| Quarter Target | 5% | Quarter outturn | 8.33% |  |
| <p>Reason(s) for not meeting target In Q2, the LAMS category <i>ES07* % locations inspected falling into categories C/D - Overflowing Litter Bins</i> has flagged as below target.</p> <p>Litter bins in the borough are all on scheduled collections, calculated by their location and frequency of use. If a bin is overflowing when it's collected, its collection frequency will increase. This should prevent the same bins regularly overflowing.</p> <p>Land Audit Management System (LAMS) quality inspection model areas are generated randomly and assigned to inspectors. Street cleansing inspections are undertaken on a sample of roads and graded from A to D. Although the data is then used to target specific areas for further review and amendment of street cleansing schedules, these areas may not come up in subsequent inspections.</p> <p>It should be noted that the Q1 indicator <i>ES11* % locations inspected falling into categories C/D - Detritus</i> had improved from 16.44% falling into C/D grades to 05.21%. These values are not directly comparable as the sample for Q2 is not the same sample used in Q1 as per the guidance for these indicators.</p> | | | | |
| <p>Additional commentary / background</p> <p>LAMS is run through the Association for Public Service Excellence (APSE). The data is benchmarked with other local authorities.</p> <p>This year we have reviewed how we deliver our LAMS inspections and increased our team of trained inspectors from one to three officers. During review of Q1 information it was noted that sampling areas needed to be reviewed as cross border issues may have affected the result. When areas are being randomly selected some of the roads/streets fall into neighbouring authorities and shouldn't form part of the inspection regime. When we find such roads, we are able to re-allocate the road to a nearby one within the borough's boundaries.</p> <p>We inspect and report on: overflowing litter bins, grounds maintenance, detritus, litter and dog fouling.</p> <p>Due to the random nature of inspections should any of these categories flag as below target during a quarter the method to address the issues (and therefore actions within a performance plan) are consistent regardless of the category.</p> <p>A performance plan covering all LAMS inspections is therefore provided and applicable to all categories.</p> | | | | |
| Action plan | | | | |
| Tasks to be undertaken | | | Completion due date | |
| Work with APSE to ensure randomised areas are correctly assigned as WLBC owned land. | | | Complete – Inspectors have the ability to inspect nearby | |

| | |
|---|--|
| | streets that fall within the borough boundaries now. |
| Improvement Plan implemented into these areas to review performance and deploy resources where appropriate. | Complete – process in place |
| Inspectors have been trained. Refresher training has been undertaken where applicable. | Complete |
| Resources have been allocated to these locations to improve the standard of the areas inspected. | Complete |
| Review of cleansing schedules to ensure that these areas are covered on a regular basis to maintain adequate cleansing standards. | Complete |
| Improvement expected: Tasks will result in improvements to sites and the overall process but the random nature of the inspection areas means that improved areas may not impact on subsequent inspections. A date for overall improvement to the KPI cannot be realistically assigned. | |
| Plan prepared by: Technical Services Manager | |

| PERFORMANCE PLAN | | | | |
|---|---|------------------------|--|---|
| Indicator | BV8* % invoices paid on time (within quarter) | | | |
| Quarter Target | 98.75% | Quarter outturn | 93.81% |  |
| Reason(s) for not meeting target Delays in receiving authorised invoices for processing into the Debtors & Creditors team from across the organisation. | | | | |
| Additional commentary / background The target outturn has dipped slightly from the previous quarter. Whilst this performance indicator is monitored centrally, the Debtor & Creditor service has no overall control as the performance is down to individual service areas to ensure they process invoices timely. | | | | |
| Action plan | | | | |
| Tasks to be undertaken | | | Completion due date | |
| The monthly performance report that is distributed across the organisation will be reviewed and updated to ensure appropriate staff are kept informed and Managers reminded of the Invoice Processing timescales and instructions. | | | September 2022 (completed) | |
| The wording on the monthly performance email to Managers is being amended in line with performance for that month to highlight any upturn/downturn. | | | Monthly | |
| Service areas who are under performing will be contacted and asked to review their processes. | | | September 2022 (completed) Now ongoing month by month process. | |
| A detailed report which identifies those invoices that have failed the 30-day performance indicator produced. This data will be given to service areas to investigate the root cause on request. | | | Issued monthly to those service areas that are identified as under performing. | |
| The outturn of this PI is expected to improve as part of the implementation of the new Civica Financials system. | | | The project team are in the process of finalising the go live date – this is likely to be during Q4. | |
| Quarterly meetings with the Business Support Team and Creditors have been established. | | | Scheduled quarterly | |
| Service specific training is available as required. | | | Available upon request. | |
| Improvement expected: As stated above, this PI is monitored centrally. The actions detailed above should support service areas to monitor performance and improve as a result. It is anticipated that performance will improve with the implementation of the new Civica Financials system and change in processes as a result. Whilst some improvement may be seen in Q4, it will take time for the new system to embed and therefore further improvements may only be recognised in Q1 once staff become accustomed to the new processes. | | | | |
| Plan prepared by Creditor & Debtors Manager | | | | |