



**AGENDA ITEM:**

**EXECUTIVE OVERVIEW & SCRUTINY  
COMMITTEE: 23 FEBRUARY 2023**

**CABINET: 7 MARCH 2023**

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

**Relevant Portfolio Holder: Councillor A Yates**

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**SUBJECT: CORPORATE PERFORMANCE REPORTING 2023/24**

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Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To seek approval for the Corporate Performance Reporting for 2023/24.

**2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY  
COMMITTEE**

2.1 That the Committee consider the suite of Key Performance Indicators 2023/24 (Appendix A) and agree comments as appropriate.

**3.0 RECOMMENDATIONS TO CABINET**

3.1 That, subject to consideration of the agreed comments of the Executive Overview & Scrutiny Committee, the suite of Key Performance Indicators (KPIs) and targets in Appendix A are approved and adopted for reporting as part of a Council Plan Corporate Delivery Plan to evidence progress with the Council Plan.

3.2 That the Corporate Director of Transformation, Housing and Resources, in consultation with the Portfolio Holder, be authorised to finalise and amend the suite (Appendix A) having regard to agreed comments from Executive Overview and Scrutiny Committee made on 23 February 2023, and to make necessary amendments to the suite in year in response to any issues that may arise, for example government policy or collection mechanisms.

## 4.0 CURRENT POSITION

- 4.1 The Council Plan 2020-23 was agreed at Council in October 2020 detailing the Vision and Priorities for the organisation. 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. The Plan is provided in Appendix B for reference.
- 4.2 Services developed actions (the "We Will..." statements) to meet those priorities over the lifespan of the Plan. This covers a large amount of work over several years across a broad spectrum of services. Progress against these actions is summarised and reported to Members along with the supporting KPIs on a quarterly basis as a Corporate Performance Delivery Plan.
- 4.3 The suite of indicators aims to measure the strategic priorities and associated actions (Appendix A). Monitoring these indicators reflects Members' role in the implementation of the Council Plan. Service data is however still used and actively monitored by Managers and Heads of Service to ensure effective operational delivery.
- 4.4 Targets for the KPIs in Appendix A have been set for 2023/24 after consideration by services to be challenging but realistic based on current expectations and Cabinet is asked to agree these targets for the coming year. Other than target changes the only changes detailed in the Appendix are to remove:
- *WL148 Value of business support grants allocated and processed (million)* – this evidenced the support provided to businesses through distribution of Covid-related business grants. These have now concluded.
  - *WL162 Effective use of resources* - established timetabled actions reported through to Members provide information and reassurance in this area
  - *WL163 Regulatory requirements met (financial statements)* – as above
- 4.5 In addition to KPIs, information of 'data only' is provided where targets have not been set, with explanations provided in the Appendix. It should be noted that not all KPIs will have a quarterly outturn. Explanations of underperformance and activity to address this within actions or KPIs will be provided within the quarter report.
- 4.6 There is no change to the Council Plan for 2023/24 other than where actions have been completed and this is outlined in Appendix B. Planned work continues to deliver the Plan and is reported to Members through Committee.

## 5.0 FUTURE COUNCIL PLAN

- 5.1 A new Council Plan is currently in the early stages of development and a revised Plan and measures will therefore be brought to committee and full Council later in the year. This report therefore refers to a refresh of monitoring data against the current Council Plan (at Appendix B) to ensure it remains appropriate for the remaining term of the Plan.

## **6.0 SUSTAINABILITY IMPLICATIONS**

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

## **8.0 RISK ASSESSMENT**

- 8.1 The risk associated with this report have been included in the Business Transformation and Change risk register. The risk is *BIDR06 Produce accessible, reliable corporate performance information through process*. This report is a consideration for the risk scoring.

Having well-defined priorities means that attention and resources can be effectively focussed on managing, monitoring and achieving the Council's core objectives and reduces the risk of not doing so. Monitoring and managing the priorities, actions and KPIs is therefore an essential part of delivering the plan.

## **9.0 HEALTH AND WELLBEING IMPLICATIONS**

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

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### **Background Documents**

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

### **Equality Impact Assessment**

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

### **Appendices**

Appendix A: Proposed KPIs 2023/24

Appendix B: WLBC Council Plan 2020-2023

## APPENDIX A: PROPOSED KPIs 2023/24

PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
ES19a % successful planned bin collections (grey)	N/A	99.20%	97.0%	97.0%		C	Q	Env
ES19b % successful planned bin collections (blue)	N/A	99.89%	97.0%	97.0%		C	Q	Env
ES19c % successful planned bin collections (brown)	N/A	97.94%	97.0%	97.0%		C	Q	Env
ES19d % successful planned bin collections (green)	N/A	99.15%	97.0%	97.0%		C	Q	Env
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	46.9%	42.4%	47.8%	47.8%		G	Q	Env
ES01 No. grass cuts undertaken on the highway between April-October	8	8	8	8	Contractual.	G	Q	Env
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	9.6	10	10	10	Contractual.	G	Q	Env
ES04 % locations inspected falling into categories A/B - Litter (cumulative)	100%	N/A	97.0%	97.0%		C	Q	Env
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	100%	N/A	97.0%	97.0%		C	Q	Env
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	0.94%	N/A	5.0%	5.0%		C	Q	Env
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	99.8%	N/A	95.0%	95.0%		C	Q	Env
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	2.35%	N/A	5.0%	5.0%		C	A	Env
WL162 Effective use of resources	Yes	Yes	Yes	Propose deletion	Controls to enable our financial sustainability and compliance with regulatory requirements are principally the regular review of the Medium Term Financial Strategy, identification of pressures and budget gaps and the subsequent development and monitoring of savings and efficiency plans. These, along with the external audit opinion, are reported through to Members. These timetabled actions mean that the PIs are not required to provide a measure and reassurance for Members.	F	A	FPCPS
WL163 Regulatory requirements met (financial statements)	Yes	Yes	Yes	Propose deletion	As above	F	A	FPCPS
E01 % rent loss through empty commercial properties available to rent	N/A	4.2	10%	10%	The target recognises the importance of sustaining the income from the Council's commercial portfolio and the need to avoid the financial liabilities that result from property voids	F	Q	FPCPS

PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
WL132-c19 FTE working days lost due to sickness absence per average FTE (COVID Inclusive)	8.64	11.2	8.08	8.08	As Covid is deteriorating within the population and the incidence is less frequent in the workforce, we will include all Covid absences as part of normal sickness absence and cease to separate it out from non-covid related absence. In doing so we will keep the Target of 8.08 FTE days per FTE as in previous years to enable a consistent comparator figure.	F	Q	CCS
WL165 % Staff Turnover Rate	N/A - New for 2022/23	N/A - New for 2022/24	Data only	Data only	Labour turnover for all companies was 14.4% in 2021, not-for-profits 18.1%, and voluntary labour turnover 12.5%. In private sector companies, labour turnover was 11.7% and voluntary turnover 8.7%. People left the public sector more frequently during 2021, with total labour turnover at 15.6%. The labour market is still volatile [source: Personnel Today, 2022]. Consequently this will continue as a data only figure for the next 12 months, in anticipation for the labour market settling during that time, but with the knowledge that we would be aiming to be less than 15.6% over the next 12 months.	H	Q	CCS
R1 % of Council Tax collected	93.06%	92.73%	97.10%	97.10%	Last year the potential to increase the target in 23/4 was anticipated. Given the current financial crisis, particularly relating to energy cost increases, it would not be feasible to consider any change at this point. It is recommended that the current target is retained.  The service has had significant impact from administration of the mandatory energy rebate schemes and there is potential for these to continue into next year. Impacts of the financial crisis on recovery performance will be monitored and the service will network with the national IRRV forums and Lancashire benchmarking.	F	Q	CCS
R3 % of Business Rates Collected (NNDR)	87.46%	93.79%	97.20%	97.20%	As above in relation to service impacts and future performance monitoring.  Last year the potential to return to pre-covid performance in 23/4 was anticipated. It is evident that businesses continue to be impacted post Covid and also by the current financial crisis, including the increase in energy costs. It is recommended that the current target is retained.	F	Q	CCS
B5 Speed of Processing Housing Benefit	N/A	N/A	12	12	Whilst the service is currently exceeding this target, they have been and will continue to be involved in the administration of the mandatory energy rebate schemes, the Household Support Fund and payments for Ukrainian sponsors.	H	Q	CCS
BV8 % invoices paid on time (within quarter)	95.95%	93.21%	98.75%	98.75%	Performance has not met target during the year. The Creditors Service is working directly with underperforming service areas to review processes, which is contributing to improvement. It is anticipated that performance in this area will further improve following the implementation of the new Civica system.	B	Q	CCS

PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
WL85a Website: no. visits	546,671	540,099	Data only	Data only		E	Q	CCS
WL85c Website: No. of payments processed online	78,042	72,380	Data only	Data only		E	Q	CCS
WL90 % of Contact Centre calls answered	96.50%	87.80%	88.00%	88.00%	A detailed mid year review was reported to Executive Scrutiny and Cabinet demonstrating that with current staffing levels the existing target was realistic to ensure that calls could be answered and handled effectively and efficiently whilst ensuring a high standard of customer service is provided. Call messaging signposts those callers able to access online services to them as this is an effective method of contact and resolution.	E	Q	CCS
WL108 Average answered waiting time for callers to the contact centre (seconds)	43	150	145	145	As above. In addition, shorter wait times actively discourages those customers who can access services digitally from doing so.	E	Q	CCS
WL130 No. Service Now Customer Accounts	39,333	48,433	Data only	Data only		F	Q	CCS
WL131 No. Social Media Followers (WLBC FB, Twitter)	13,715	14,870	Data only	Data only		E	Q	CCS
HS14 % non-decent council homes	0.10%	0.00%	0.10%	0.10%	Regulator monitoring and new stock condition survey completed with need to achieve 100% decency	G	A	HSG
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	99.9%	99.9%	100.0%	100%	Legislation	C	Q	HSG
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	98.1%	96.5%	100.0%	100%	Legislation	C	Q	HSG
HS29 % non-domestic that require an asbestos management survey/re-inspection	100.0%	100.0%	100.0%	100%	Legislation	C	Q	HSG
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	100.0%	100%	Legislation	C	Q	HSG
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	100.0%	100%	Legislation	C	Q	HSG
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.26	100.73	100.00	100.00	Target is anticipated to be achieved fro 22/23. Target kept at 100% based on cost of living and increased heating charges	F	Q	HSG
TS11 % of rent loss through dwellings being vacant [Lower is Better]	1.45%	1.18%	1.10%	1.40%	Target increased to reflect changes to reporting mechanism and potential short term impact that Property Service review may have on performance. Median performance of benchmarking group in Housemark is 1.48	F	Q	HSG
TS52 No. tenants accessing money advice service	N/A	2043	Data only	Data only	Data only for information linked to Financial Inclusion Strategy	H	Q	HSG
TS53 No. tenants supported with Food Poverty advice	N/A	304	Data only	Data only	As above	H	Q	HSG

PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents)	N/A	36	Data only	Data only	Data only for information linked to Financial Inclusion Strategy	H	Q	HSG
TS55 No. tenants provided with fuel poverty advice	N/A	110	Data only	Data only	As above	H	Q	HSG
NI 154 Net additional homes provided	458	418	335	335	Housing Requirement identified in adopted West Lancashire Local Plan	C	A	PRS
NI 155 Number of affordable homes delivered (gross)	133	155	Data only	Data only	No target set as the Council does not have direct control over affordable housing delivery. It does influence delivery by encouraging registered provider development, supporting Homes England grant applications, directly developing using own Development Company and maximising affordable housing delivery from private development sites via S.106 contributions.	C	A	HSG
NI 159 Supply of ready to develop housing sites	224.0%	205.0%	120.0%	120.0%	Use of 120% as an ongoing target will help to ensure Council plans for a reasonable, best practice buffer of housing supply in case delivery of housing should drop unexpectedly (e.g. because of recession) or the need should change (upwards).	C	A	PRS
WL144a Vacancy levels - Vacant units in Burscough	4.4%	3.0%	2.0%	4.0%	Contextual data since vacancies affected by market forces as well as Council policy. National vacancy rate was 14% in mid 2022. Target is set at 4% and is considered to be a suitable benchmark given the historical vacancy rate, economic challenges from COVID and the national vacancy rate.	B	A	PRS
WL144b Vacancy levels - Vacant units in Ormskirk	7.0%	9.6%	9.0%	9.0%	Contextual as above. Target is retained at 9% because the town centre is diversifying through the presence of a wider range of non-retail uses. Given this, the historical vacancy rate, the economic challenges from COVID and the national vacancy rate the target will be challenging and impacts from these needs to be understood ahead of any change to the target.	B	A	PRS
WL144c Vacancy levels - Vacant units in Skelmersdale	25.3%	20.4%	18.0%	18.0%	Contextual as above. Target is retained at 18% or less in a centre with historical challenges because the town centre has benefitted from recent development and is seeking to add additional leisure uses. Given this, the historical vacancy rate, the economic challenges from COVID and the national vacancy rate the target will be challenging and impacts from these needs to be understood ahead of any change to the target.	B	A	PRS
ER07 Number of businesses signed up as Skelmersdale Ambassadors	N/A	0	Data only	Data only	Targets to be reviewed following re-launch of Ambassadors programme.	B	A	WLP
ER09 Number of businesses added value to via business support, property searches, skills and employment	109	925	Data only	Data only		B	Q	WLP
WL159 No. attending parks and countryside events and activities	0	3,163	35,000	35,000	Figure includes non-Ranger led 'mass events' such as Park Run.	H	Q	WLP



PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	N/A	333	250	300	Target increase takes into account the new time limited Business Health Matters programme.	H	Q	WLP
WL151a Number of new clients attending vocational training	N/A	202	50	27	This is based on the target set by Active Lancashire, reflective of the size of the MPT team and cost per participant. Target reduced because Kickstart programme is no longer running. As there is no funding specifically allocated to this the targets are not as easy to hit without this funding.	H	Q	WLP
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	N/A	327	140	tbc	This will reflect the programme target set by Active Lancashire currently under discussion.	H	Q	WLP
WL153a Total No. of partners working with Wellbeing and Leisure Service	N/A	72	81	120	Target reflects the ongoing work the team will do to nurture and maintain existing and new partnerships throughout the year.	H	Q	WLP
WL157a No. visits to leisure facilities	N/A	485,916	550,000	450,000	Target reduced in consideration of increased local competition with regards to Pure Gym in Ormskirk and Gym First within Concourse. Aging facilities.	H	Q	WLP
WL160 No. Green Flag Awards	2	2	2	2	To maintain current target demonstrating the importance of the awards	G	A	WLP
WL148 Value of business support grants allocated and processed (million)	£39.70	£41.5	Data only	Propose deletion	All covid business grants have now been delivered.	B	Q	WLP
WL161 Affordable Housing units via Tawd Valley Developments	N/A	44	37	tbc	Fairlie development (50 units) is due to complete fully by May 2024. Within year target (April-March) will be confirmed for quarter reporting.	C	Q	FPCPS
WL140 % of staff who understand how their role contributes to the vision and priorities	80%	N/A	Data only	Data only	Survey not held in 2021/22	H	A	CCS
WL141 % staff who feel the Council is a good organisation to work for	79%	N/A	Data only	Data only	As above	H	A	CCS
CIT01 % feel West Lancs is safe & secure to live	N/A	N/A	Data only	Data only	Survey not carried out 2020/21-21/22	C	A	PRS
CIT03 % satisfied with how WLBC runs things	N/A	N/A	Data only	Data only	Survey not carried out 2020/21-21/22 2022/23 data showed an improvement (51% to 56%) on previous outturn in 2019/20.	E	A	C
CIT16 % of residents feel that they belong to their local area	N/A	N/A	Data only	Data only	Survey not carried out 2020/21-21/22 2022/23 data showed an improvement (65% to 68%) on previous outturn in 2019/20.	E	A	C
CIT09 % residents who feel safe in local area after dark	N/A	N/A	Data only	Data only	Survey not carried out 2020/21-21/22 2022/23 data showed an improvement (60% to 62%) on previous outturn on previous outturn in 2019/20.	C	A	WLP



PI Code & Short Name	Results 2020/21-2021/22		Targets		Notes	Corporate Priority	Reporting Frequency	Service area
	2020/21 outturn	2021/22 outturn	Current Annual Target	Proposed 2023/24 Target				
CIT10 % residents who feel safe in local area during the day	N/A	N/A	Data only	Data only	Survey not carried out 2020/21-21/22 2022/23 data showed an improvement (86% to 89%) on previous outturn on previous outturn in 2019/20.	C	A	WLP
CIT02 % satisfied with street cleaning (cleanliness of streets)	N/A	N/A	Data only	Data only	Survey not carried out 20/21-21/22. Up until 2022/23 the question referred to satisfaction with 'street cleanliness'. For 2022/23, the question has referred to satisfaction with 'street cleaning' and so so whilst very similar any results are not directly comparable. 2022/23 data showed a reduction (52% to 47%) on previous outturn on previous outturn in 2019/20.	C	A	ES
CIT07 % satisfied with parks and green spaces	N/A	N/A	Data only	Data only	Survey not carried out 20/21-21/22. To note that up until 2022/23 the question referred to satisfaction with 'parks and open spaces'. For 2022/23, the question has referred to satisfaction with 'parks and green spaces' and so whilst very similar any results are not directly comparable. 2022/23 data showed an improvement (49% to 56%) on previous outturn on previous outturn in 2019/20.	G	A	WLP
CIT06 % satisfied with sports/leisure services	N/A	N/A	Data only	Data only	Survey not carried out 20/21-21/22. To note that up until 2022/23 the question referred to satisfaction with sports and leisure services, rather than "facilities", and so whilst very similar any results are not directly comparable. 2022/23 data showed a reduction (27% to 25%) on previous outturn on previous outturn in 2019/20.	H	A	WLP

**Key:**

**Corporate Priorities:**

- B - Support businesses to adapt & prosper
- C - A clean, safe environment with affordable homes to buy or rent for everyone in West Lancs
- H - Everyone to be healthy, happy, safe and resilient
- G - Become a Greener West Lancashire
- E - Create empowered, engaged and inclusive communities
- S - To be a financially sustainable Council by 2023

- ES - Environmental Services
- CCS - Corporate & Customer Services
- PRS - Planning & Regulatory Services
- WLP - Wellbeing & Place Service
- FPCP - Finance, Procurement and Commercial Property Services
- HSG - Housing Services
- C - Corporate

Q - Quarterly ; A - Annually; N/ A - not developed/recorded at this time

CIT- PIs collected via the Citizen Survey. Results of the survey were reported to Cabinet and Executive Overview and Scrutiny Nov 2022.

## **APPENDIX B : Council Vision and Priorities**

Our Vision

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

Our priorities are:

**Create empowered, engaged and inclusive communities**

**We want:**

- Healthy resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people
- Our citizens to access the benefits of being digitally engaged
- Councillors that are active and knowledgeable and support change at a local level
- To improve customer satisfaction

**We will:**

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

### **Support businesses to adapt and prosper**

**We want:**

- West Lancashire to be the place of choice to locate your business
- Our 3 towns to be thriving hubs for their communities
- To support our businesses to succeed and grow
- A strong rural business economy
- A vibrant and modern Ormskirk market that attracts visitors to the town centre

**We will:**

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

## Become a Greener West Lancashire

### We want:

- To become a Carbon Neutral Council by 2030
- Local business and citizens to embrace the green agenda
- Council housing stock to meet high standards of efficiency - insulation, design, technology
- To minimise waste disposal and improve recycling services to meet national targets
- To embed green infrastructure into our thinking and planning for West Lancashire's future development and regeneration
- To safeguard the natural landscape and maintain our green environment

### We will:

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

## Be a financially sustainable Council by 2023

### We want:

- To be confident, capable and financially sustainable
- To continue to improve the efficiency and effectiveness of service provision
- To be able to invest in high priority service areas
- To maximise available government funding and generate income to reinvest in West Lancashire
- To provide value for money services

### We will:

- Continuously develop, find better ways to do things and embrace new technology
- Consider the merits of all service options to ensure value for money is achieved
- Maximise the value from existing assets and focus on value for money
- Make sure our internal financial and decision-making processes continue to be strong
- Review existing contract savings and work with suppliers to achieve economies of scale
- Review fees and charges across all council services
- Maximise commercial investment opportunities through a commercial strategy
- Optimise inward investment
- Continue the implementation of the Council's Sustainable Organisation Review
- Maximise the returns from Tawd Valley Development Company to reinvest in West Lancashire

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

### **We want:**

- To provide a cleaner physical environment to enhance the Borough
- West Lancashire to be safe for all citizens
- A Local Plan that supports quality growth and infrastructure in the Borough
- To provide quality and genuinely affordable homes

### **We will:**

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

## **Everyone to be healthy, happy, safe and resilient**

### **We want:**

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

### **We will:**

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

## **Everyone to be proud of their Council**