

Business Plan: Workstream Delivery Plan

Priority Delivery Projects

Service	Housing & Regeneration: Regeneration			Senior manager	Jayne Traverse
Action	Description	Milestones	Due Date	Completed	Milestone Note
PDP_01	Regional Growth Fund / Local Enterprise Partnerships / Local Investment Plans	Round 1 RGF bid submitted	21-Jan-2011	Yes	£6.8M bid submitted by St Modwen supported by WLBC, LCC, HCA
		LEP in place	31-Mar-2011	Yes	Government sign off of a Lancashire LEP was delayed due to the ongoing negotiations with all relevant partners. The Lancashire LEP was signed off by HM Government on 13.04.11.
		LIP in place (subject to LEP being in place)	31-Dec-2011	No	Original due date of 31.08.11 brought forward to 30.06.11. Ongoing negotiations with all LEP partners and the delay in LEP sign off by Government had a knock on effect on developing a LIP. Mid Lanc's partners were working towards completing by August 2011. 06.09.11 - Previous due date of 31.08.11 changed to 31.12.11. LIP currently at draft stage
		Further RGF bids with Lancashire Authorities (future submission dates tbc by Government)	31-Mar-2014	No	June 2011: Private sector developer partner for Skelmersdale Town Centre confirmed it did not wish to pursue a Regional Growth Fund bid at the current time.

Service	Corporate Services: Transformation			Senior manager	Peter Blakey
Action	Description	Milestones	Due Date	Completed	Milestone Note
PDP_02	Changes to Revenues & Benefits System following Government White Paper <i>Universal Credit: Welfare that Works</i>	Review detail of Welfare Reform Bill	29-Apr-2011	Yes	Initial report considered by Cabinet 19.01.11. Work on the implications of the Bill is ongoing. No further action required at this stage.
		Produce Action Plan to implement changes	30-Dec-2011	No	As of 3/10/11, responsibility for this area of work transferred to OCL who will be bringing forward further reports to DSH and Members accordingly. Future progress will be monitored through Quality of Service meetings and reports to Cabinet as appropriate. The action is therefore "cancelled" for WLBC workload although the area of work remains current through OCL.
		Report update as Members Update article	31-Dec-2012	No	Ibid

Service	Corporate			Senior manager	John Ryding
Action	Description	Milestones	Due Date	Completed	Milestone Note

PDP_03	Skelmersdale Vision	Round 1 RGF bid submitted	21-Jan-2011	Yes	£6.8M bid submitted by St Modwen supported by WLBC, LCC, HCA
		Employment / Skills Initiative commences		No	Original due date 29.04.11. Revised due date pending formal agreement to construct new offices and subsequent discussions.

Service	Housing & Regeneration: Housing		Senior manager	Bob Livermore	
Action	Description	Milestones	Due Date	Completed	Milestone Note
PDP_04	Self-financing Business Plan	Assess financial impact	28-Feb-2011	Yes	
		Establish monitoring group	29-Apr-2011	Yes	
		Prepare detailed implementation timetable	31-May-2011	Yes	Implementation on track with timetable as at Oct 2011
		Complete implementation	30-Apr-2012	No	
Service	Planning - John Harrison		Senior manager	John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note
PDP_05	Local Plan	End of consultation on Core Strategy Preferred Options	30-Jun-2011	Yes	Consultation period 12 May - 24 June
		End of consultation on Local Plan Preferred Options	17-Feb-2012	No	
		End of Consultation on Local Plan Publication	31-Aug-2012	No	
		Submission of Local Plan	31-Oct-2012	No	

Service	Housing & Regeneration: Housing			Senior manager	Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
PDP_06	Housing Service Improvement Plan	Housing Service Improvement Plan agreed by Council	19-Jan-2011	Yes	
		Plan monitored by Overview & Scrutiny (and future meetings tbc)	26-Apr-2011	Yes	Report to Cabinet on 14.06 and then Overview & Scrutiny Committee 23.06.11
		Update to be sent to TSA	08-Jun-2011	Yes	Awaiting comments from TSA
		Progress considered by Cabinet	14-Jun-2011	Yes	No adverse comments
		Plan monitored by Tenants & Residents Forum (and future meetings tbc)	23-Jun-2011	No	Report to Cabinet will be monitored by the Landlord Services Committee W/C 06.06.11 and then reported to the Tenant and Resident Forum.
		Progress considered by Corporate Overview & Scrutiny Committee	23-Jun-2011	Yes	No adverse comments
		Progress considered by Landlord Services Committee/Cabinet and Overview and Scrutiny Committee	September 2011	Yes	No adverse comments.
		Progress reported to TSA	October 2011	Yes	Outcome awaited

Resource Management

Service	Housing & Regeneration: Regeneration			Senior manager	Paula Huber; Rachel Kneale
Action	Description	Milestones	Due Date	Completed	Milestone Note
		Annual Business plan in place	31-Mar-2011	Yes	Annual Business Plan not now appropriate due to the need to have a medium/long-term strategy to address future housing priorities, maximise use of assets and appropriate disposals and to allow external funders 'ring-fenced' income to be committed for the next 10 years, e.g. Langtree. Revised due date for 10year Draft Business Plan of December 2011
		Burscough West ward pilot project completed	31-Mar-2011	Yes	
		Full project commences (subject to March Cabinet approval)	29-Apr-2011	Yes	Approved by Cabinet 15.03.11 and Council 13.04.11
		Knowsley Ward completed	30-Sep-2011	Yes	Approved by Cabinet 13.09.11 and Executive O&S Committee 29.09.11
		Subsequent Ward identified	30-Sep-2011	Yes	Wrightington and Birch Green Wards identified to proceed with

		10 year draft business plan	31 Dec-2011	No	
		Collect economic data associated with commercial property portfolio every two years. Commencing September 2011.	31-Dec-2011	No	
		Develop a new Regeneration Strategy for the Borough	01-Apr-2012	No	
		Develop Asset Disposal Strategy for the Borough	01-Apr-2012	No	
		Increase commercial property income and reduce Empty Property Rates liabilities by £150,000	31-Mar-2015	No	

Service	Housing & Regeneration: Housing		Senior manager	Phil Holland	
Action	Description	Milestones	Due Date	Completed	Milestone Note
RM_02	52 Derby Street Project	Planning approval granted	13-Jan-2011	Yes	Refurbishment programme agreed Council 15 Dec 2010
		Quotations/prepare tenders & send out for phase 1	28-Feb-2011	Yes	Tenders to be returned 18 March
		Work starts on site	31-May-2011	Yes	
		Work completed	18 Nov 2011	No	Overall project delayed from October until November by poor weather conditions. Work on registrars' office now underway and expected to be completed by January 2012. Single story extension work timetabled to be finalised by August 2012

Service	Corporate Services: Transformation		Senior manager	Shaun Walsh	
Action	Description	Milestones	Due Date	Completed	Milestone Note
RM_03	HR Partnership Development & Delivery	Cabinet report to Members	tbc	No	Original DD 29.07.11
		Develop partnership proposals/options for future delivery	15-Dec-2011	No	Preferred option of transferring the service to the JVC currently being explored, together with other options for service delivery w.e.f April 2012, including the possibility of tender exercise if necessary. Original DD 31.5.11
		Revise/negotiate service schedule	15-Dec-2011	No	Awaiting final schedule from LCC/OCL regarding 12 month extension to current arrangements via the JVC contract.

Service	Corporate Services: Treasurer		Senior manager	Marc Taylor	
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Action	Description	Milestones	Due Date	Completed	Milestone Note
RM_04	Income Generation, Fees & Charges Strategy	Review existing fees and charges and consider potential for new, extended or increased charges	01-Sep-2011	Yes	A number of changes to fees and charges were agreed through the Major Service Review process, and all fees and charges have been reviewed as part of the budget setting process for 2012-13.
		Report detailed findings from project work to Council including proposals for change	19-Oct-2011	No	A new fees and charges policy was reported to Cabinet in January 2012 for approval. Proposals for further changes to fees and charges will be reported to Council in February
		Implement fees and charges strategy with consultation where appropriate	01-Apr-2012	No	It is intended that any changes to fees and charges agreed by Council in February will be implemented for the start of the 2012-13 financial year.

Shared Services Programme

Service	Corporate Services: Transformation		Senior manager	Shaun Walsh	
Action	Description	Milestones	Due Date	Completed	Milestone Note
ShS_01	Shared Services with LCC/the LCC Strategic Partnership / JVC	Explore scope for partnership agreements in relation to ICT, Revenues and Benefits, Finance, Estates, Member Services.	30-Dec-2010	Yes	Target of 10% plus saving on each arrangement
		Develop business case	23-Feb-2011	Yes	
		Member decision on MoU (Council)	23-Feb-2011	Yes	
		Final Member decision	13-Apr-2011	Yes	Members noted that the Memorandum of Understanding has been signed, that Legal documentation is being worked on.
		Prepare legal documentation for ICT, Revenues & Benefits	06-May-2011	Yes	
		Contract commencement date approved	20-Jul-2011	Yes	
		Go live on early projects (contract commencement)	01-Oct-2011	Yes	Original DD 01.07.11

Service	Community Services - Dave Tilleray		Senior manager	David Tilleray	
Action	Description	Milestones	Due Date	Completed	Milestone Note
ShS_02	Whole Leisure Trust	Options/recommendations report to Cabinet	15-Mar-2011	Yes	Consideration of a Whole Leisure Trust option is being taken forward as part of the MSR process.

		Completion of feasibility appraisal for a new leisure facility in Skelmersdale	T.B.C.	No	Initial appraisal information was undertaken as part of the town centre regeneration project; this element of the town centre regeneration scheme is on hold and subject to finance being made available in the future.
		Partnership delivery arrangements/documentation agreed	31-Dec-2012	No	Original due date 31.12.11. The Whole Leisure Trust option was not taken forward as part of the 2011 MSR process, this option will be considered again as part of the 2012 MSR review.

Service	Directorate of Transformation		Senior manager	Shaun Walsh	
Action	Description	Milestones	Due Date	Completed	Milestone Note
ShS_03	Locality Working with LCC	Produce Borough Proposal	31-Aug-2010	Yes	
		Hold Leadership Discussions	30-Nov-2010	Yes	
		Produce Cabinet Briefing Report	05 Sep 2011	Yes	
		Consultation on areas for Locality Working	30-Nov-2011	Yes	Cabinet to suggest priority areas for Heads of Service to pursue with LCC.
		Identify Locality Working projects	30-Nov-2011	Yes	
		Establish three-tier forum with LCC	28 Feb 2012	Yes	Original DD of 31.03.11 revised due to MSR work viz shared services/locality working, together with organisational postponement of Locality Plan and structure/personnel changes at LCC./Policy Team. These areas to be agreed before the end of this financial year and in conjunction with Three Tier Forums moving forward
		Formally agree areas for Locality Working	29-Feb-2012	No	

Service	Corporate Services: Solicitor		Senior manager	Gill Rowe	
Action	Description	Milestones	Due Date	Completed	Milestone Note
ShS_04	Partnership working with Sefton MBC on elections	Discussions held with Sefton MBC	01-Sep-2011	Yes	Elections teams at Sefton and West Lancashire to work more closely together to increase resilience and capacity.

Value for Money

Service	Corporate		Senior manager	Kim Webber/Gill Rowe	
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_01i	Major Service Reviews 12/13	Develop / consult on methodology	31 Mar 2011	Yes	Methodology reviewed at CMB and BPWG. Briefings with staff groups taking place from w/b 28.03

		Reviews: commence	01 Apr 2011	Yes	Service Heads briefed on methodology by the end of March
		Reviews: complete	30 Jun 2011	Yes	Initial draft submitted to BPWG on 27.06.11
		Report findings to July Council	29 Jul 2011	Yes	Following Council, consultation with key stakeholders July 29-Sept 23. New management restructure in place from 1 August. Managing Director Structure from 1 Nov.
		Consultation following Council report with staff/unions	23 Sept 11	Yes	Consultation period during July-October
		Rework structures	31 Oct 2011	Yes	Work carried out July-October
		Fill structures	30 Dec 2011	No	Work ongoing Nov-Dec
		New structures operational	29 Feb 2012	No	
Service	Corporate		Senior manager	Gill Rowe/Kim Webber	
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_01ii	Implement MSR Work Programme 12/13	Incorporate MSR savings into budget for 12/13	Feb 12	Yes	The draft estimates reported to Cabinet in January 2012 incorporated the agreed MSR savings.
		Incorporate into budget preparations a streamlining/tightening of budgets	Feb 12	No	
		Produce quarterly budget reports for Cabinet, highlighting any significant issues.	Sep 12	No	
		Agree policy for fees and charges	Nov 11	Yes	A new fees and charges policy was reported to Cabinet in January 2012.
		Implement PM_04	Apr 12	No	
		Implement VfM_02	Mar 12	No	
Service	Corporate		Senior manager	Kim Webber/Gill Rowe	
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_01iii	Major Service Reviews 13/14	Revise methodology	31 Dec 11	No	
		Heads of Service provide MDs with new or emerging policy options	31 Mar 12	No	
		MDs report to BPWG	30 Jun 2012	No	
		Report findings to Council	Jul 2012	No	
		Council to adjust Policy Options as per consultation.	Oct 12	No	

Rework structures	31 Oct 2012	No	
Fill structures	30 Dec 2012	No	
New structures operational	28 Feb 2013	No	

Service	Corporate Services: Transformation			Senior manager	Shaun Walsh
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_02	Organisational Re-engineering / LEAN Programme	Draw up tender documents	17-Dec-2010	Yes	
		Tender for Partner / delivery	17-Dec-2010	Yes	
		Tender close	14-Feb-2011	Yes	
		Complete tender evaluations	15-Apr-2011	Yes	Evaluation period 14.02.11 - 15.04.11
		Framework contract award	30-Jun-2011	Yes	Original DD revised from 29.04.11 due to high number of tenders received.
		Pilot project process start	31-Mar-2012	No	Agreed area of work to be Sheltered Housing Provision followed by Planning Services.
		Implementation		No	Original DD 30.03.12 under revision and new DD yet to be set (see earlier milestones). Discussions to commence with tenants groups w/c 7/11/11.
		Pilot project concluded		No	Original DD 31.03.12 under revision (see earlier milestones).

Service	Community Services			Senior manager	John Nelson
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_03i	Effective Procurement: HomeCare Link	Tender return	28-Jan-2011	Yes	Delay due to requirement of additional clarification on TUPE transfer data, which extended the tender submission by 2 weeks to 11.02.11. Tenders opened 16.02.11. Seeking to have a meeting with the evaluation panel week commencing 14.03.11.
		Tender evaluation	31-Mar-2011	Yes	Tender Evaluation Panel meeting 03.06.11. Cabinet Report 14.06.11
		Contract award / begin mobilisation period	31-Jul-2011	No	Agreed not to take the tender process forward and to review the services in line with the MSR process, Services transferred to Community Services for review and production of a business plan
		Mobilisation period concluded / Contract commencement	01-Sep-2011	No	See above.

Service	Street Scene			Senior manager	Graham Concannon
Action	Description	Milestones	Due Date	Completed	Milestone Note

VfM_03ii	Effective Procurement: Garage Tender	1. Tender return	14-Jan-2011	Yes	Four tenders received
		2. Tender evaluation	10-Feb-2011	Yes	
		3. Contract award / begin 7 week mobilisation period		No	Original due date 11.02.11. Following extensive discussions it is hoped that the contract award can be made before the end of December 2011 for a April 2012 start date. This will be confirmed by the end of November 2011 following meetings taking place over the next two weeks.
		4. Mobilisation period concluded / Contract commencement		No	Original due date 01.04.11

Service	Community Services		Senior manager	David Tilleray	
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_03ii i	Effective Procurement: CCTV	Committee approval for project (Council)	15-Dec-2010	Yes	Report to extraordinary council in January. Further report to Cabinet in June 2011.
		Commence tender	31-Jul-2011	Yes	Original due date of 31.01.11 postponed. Tender documentation now progressing.
		Appoint builder / commence works	30-Nov-2011	No	
		Appoint partner	31-Dec-2011	No	Original due date 31.5.11 postponed due to delay in tender.
		Complete building works	01-Apr-2012	No	Original due date 31.01.12 postponed due to delay in tender.
		Go live	01-Jul-2012	No	Original due date 30.4.12 postponed due to delay in tender.

Service	Corporate Services: Transformation		Senior manager	Chris Isherwood	
Action	Description	Milestones	Due Date	Completed	Milestone Note
VfM_04	ICT Development Programme	Installation of Wireless Network	31-May-2010	Yes	
		Server virtualisation: start implementation	15-Oct-2010	Yes	
		CRM/EDM/Back office integration	31-Mar-2011	No	This work is ongoing as an integral part of the OR development programme
		Government Connect / Infrastructure Security	31-Mar-2011	Yes	Planned work complete. Work ongoing to ensure future compliance.
		Installation of Voicemail; start implementation	31-Mar-2011	Yes	System installed. Training and testing underway. Ongoing work to rollout to service areas during 2011/12
		Web improvement programme	31-Mar-2011	Yes	
		Server virtualisation: completion	30-Mar-2012	No	Transfer of servers to the virtualised environment continues, with completion planned by the due date.

		Voicemail completion	31-Mar-2012	No	Installation of Voicemail into all areas that have requested it
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