







## APPENDIX A: Business Plan Delivery Plan Q1 2014/15


Action Status		
		
Action completed	Action in progress	Milestone overdue / tbc


### Balancing the budget and providing the best possible services within the resources available


<b>Service:</b>	Corporate		<b>Head of Service:</b>	Managing Directors	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_01	MSR 2015-16	Milestones tbc			
<b>Status</b>		<b>Note</b>			

<b>Service:</b>	Transformation		<b>Head of Service:</b>	Shaun Walsh	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02a	OR in Housing (Voids & Allocations, Estate Management, Rents & Money Advice)	Start OR review of the Operational Services area within Landlord Services	01-Apr-2013	Yes	
		Complete review of Landlord Services	30-Jul-2014		
		Findings / recommendations report submitted to Cabinet	16-Sept-2014		
		Begin implementation of recommendations	01-Oct-2014		
<b>Status</b>		<b>Note</b>	Review being conducted in-house. Some original due dates extended following agreement from the project board.		


<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02b	OR within Property Services (one service area)	Start OR review of the Operational Services area within Landlord Services	01-Sept-2014		
		Complete review	31-March-2015		This date is provisional
		Findings / recommendations report submitted to Cabinet	30-June-2015		This date is provisional
		Begin implementation of recommendations	01-Jul-2015		This date is provisional
<b>Status</b>		<b>Note</b>	Review being conducted in-house. Provisional dates to be agreed at scoping stage of the project.		

<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02c	OR in Legal & Member Services	Bring forward area for review	26-Apr-2013	Yes	Legal & Member Services
		Identify organisation to conduct review	25-Oct-2013	Yes	Consultants engaged via mini-competition between OR Assessment Framework
		Begin OR review	20-Jan-2014	Yes	Revised date to accommodate appointment and timetabling of consultancy support.
		Complete review	16-Sep-2014		
		Findings / recommendations report submitted to Cabinet	16-Sep-2014		
		Begin implementation of recommendations	01-Oct-2014		
<b>Status</b>		<b>Note</b>	Review is on schedule. Review being conducted by consultants from the OR Assessment Framework.		


<b>Service:</b>	Transformation			<b>Head of Service:</b>	Shaun Walsh
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_02d	Planning for future OR Work	Consider bringing forward area for review	01-Jul-2014		<b>TBC</b>
		Identify organisation to conduct new area OR review	22-Sep-2014		Consultants to be engaged via mini-competition between the OR Assessment Framework.
		Decision by Members on whether to re-establish the OR Assessment Framework	01-Oct-2014		Framework comprises six organisations with expertise in conducting Lean Reviews. This framework is used to conduct additional OR work as and when required by Members. Framework is due to expire August 2014.
		Begin OR review	01-Dec-2014		This date is provisional and maybe updated in due course
		Complete review	17-Sep-2015		This date is provisional and maybe updated in due course
<b>Status</b>		<b>Note</b>	Review to be conducted by consultants from the OR Assessment Framework. Implementation of previous OR areas Planning and Sheltered Housing now largely being carried out within the services. OR contributes to the Council's equality objectives by obtaining the wants of customers accessing services under review and applying the information to help form process redesign and tailor services to help meet the specific needs of customers.		


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_03	Strategic Asset Management Plan	Review SAMP process	30-Jun-2014	Yes	Officers have now reviewed the SAMP process. Report to Cabinet in September
		Implement revised SAMP process	31-Jul-2014		
<b>Status</b>		<b>Note</b>			


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
B_05	HRA Self-financing Business Plan (New)	Agree budget for 2014/15	26-Feb-2014	Yes	
		Council Approval of 2014/15 Budget	26-Feb-2014	Yes	February Full Council
		Revenue bids allocated to specific officers to manage budget heads	28-Feb-2014	Yes	
		Capital Growth bids to be built into project plan of schemes	01-Apr-2014	Yes	


		Implement project plan for delivery of major capital schemes	01-Apr-2014	Yes	Work on the Capital programme have commenced and will continue during the financial year.
		Revise budgets and schemes in line with realistic outturning dependent on current performance and tender prices	30-Sep-2014		
		Mid-year review	15-Oct-2014		
<b>Status</b>		<b>Note</b>			


### Caring for our borough by delivering the small improvements that can make a big difference

<b>Service:</b>	Community Services		<b>Head of Service:</b>	Dave Tilleray	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-02	Moor Street	Engage consultants for design work	28-Feb-2013	Yes	Initial scoping design work underway to options appraisal
		Member/public consultation	27-Jul-2014		Ongoing June/July, including an exhibition of potential designs.
		Further milestones (option selection, scheme design, contract works commence) to be confirmed during current project development exercise.			
<b>Status</b>		<b>Note</b>	A joint scheme in partnership with Lancashire County Council (LCC). Funded by LCC, WLBC and from the High Street Innovation Fund.		


<b>Service:</b>	Street Scene		<b>Head of Service:</b>	Graham Concannon	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-04	Public Realm	Apply spring/summer weed control	31-Oct-2014		Weed spraying applications start in April then continue throughout the growing year into October 2014
		Complete agreed grass cuts	31-Oct-2014		Grass cuts across LCC land between April and October 2014
		Complete agreed tree work	31-Mar-2015		Tree maintenance work as authorised by LCC between October and March 2015.
<b>Status</b>		<b>Note</b>	Following a number of successful years of partnership working, WLBC will continue to manage the Public Realm across the Borough delivering services such as grass cutting of verges and hedge trimming on behalf of Lancashire County Council.		


<b>Service:</b>	Housing & Regeneration: Housing		<b>Head of Service:</b>	Bob Livermore	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-05	Housing Asset Management Programme	Start Consultation on preferred option for Beechtrees revival	01-Apr-2014	No	Consultation pack currently being developed for approval by senior management and wider stakeholder approval.
		Complete Consultation on preferred option for Beechtrees revival	01-Nov-2014		
		Update Asset Management Sustainability Model	30-Nov-2014		Ongoing
		Report to Cabinet and Council	28-Feb-2015		
		Deliver year 2 of the 5 year investment plan	01-Mar-2015		
<b>Status</b>		<b>Note</b>			


<b>Service:</b>	Community Services		<b>Head of Service:</b>	Dave Tilleray	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-06	Expanding CCTV Coverage	Invite draft locations from Parish Councils	30-Jun-2014	Yes	
		Commence public consultation on proposed sites	15-Jul-2014	Yes	Consultation 03 - 31 July
		Final decision on sites (Managing Directors and Asst. Director of Community Services in conjunction with Portfolio Holder)	15-Sep-2014		
		Place order with ATEC Security Solutions	30-Sep-2014		
		Seven cameras operational	30-Jun-2015		
<b>Status</b>		<b>Note</b>	CCTV can directly contribute to the WLBC equality objectives in relation to addressing the effects of ASB since cameras can help reduce ASB and therefore improve the quality of life of residents.		


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
C-07	Ormskirk Town Centre Strategy (New)	Draft Ormskirk Town Centre Strategy & Action Plan to Cabinet	11-Nov-2014		A cross-service working group is developing the strategy. Draft Strategy to go to Exec O&S Committee in October for pre-scrutiny.
		Cabinet approval of Strategy & Action Plan	17-Mar-2015		
<b>Status</b>		<b>Note</b>			


### Focussing upon sustainable regeneration and growth within the borough


<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-01	Remodelling Industrial Estates	Appoint consultant within EPS Framework	30-Jun-2014	No	Two meetings with the selected consultant NPS have taken place and scoping papers being prepared.
		Appoint Design and Build Contractor within Framework	30-Sep-2014		
		Obtain detailed planning permission and building regulations	15-Apr-2015		
		Complete build	30-Sep-2015		
<b>Status</b>		<b>Note</b>			

<b>Service:</b>	Planning Services			<b>Head of Service:</b>	John Harrison
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-04	Infrastructure delivery: Transport (Skelmersdale Rail Link Feasibility Studies)	Draft GRIP 2 Report (Skelmersdale)	31-Oct-2014		
		Final GRIP 2 Report	31-Jan-2015		
		Report to Members	31-Mar-2015		
<b>Status</b>		<b>Note</b>			


<b>Service:</b>	Planning Services			<b>Head of Service:</b>	John Harrison
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-05	Skelmersdale Town Centre	Agree supplementary agreement relating to land at Findon, Delph Clough and Digmaor	30-Apr-2014	No	Draft Agreement has been agreed and in the processes of being finalised and signed off by all parties.
		Complete appraisal of alternative development options to deliver Town Centre regeneration	31-May-2014	No	Significant progress is being made on this piece of work and is nearing completion.
		Remarket residential sites at Findon, Delph Clough and Digmaor	31-May-2014	No	Delayed as a decision was taken to front load this action, i.e. carry out ground investigation works on Findon and prepare all necessary legal documentation required to facilitate a quick sale of the sites in the event of developer interest.
		Complete Public Realm and environmental improvements	31-Oct-2014		
		Subject to market interest complete sale of residential sites	31-Dec-2014		
<b>Status</b>		<b>Note</b>			

<b>Service:</b>	Housing & Regeneration			<b>Head of Service:</b>	Bob Livermore
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>
F-06	Firbeck Revival	Agree energy efficiency scheme for houses and Firbeck Court	30-Jun-2012	Yes	
		Agree revival scheme	30-Sep-2012	Yes	
		Complete Phase 2 work (decant and demolition)	30-Jun-2014	No	One owner occupier left to decant due to vacate by end of July 2014.
		Consult on Phase 3 (New housing and Street Scene improvements)	30-Sep-2014		Consultation on new build procurement and designs and existing street scene. Due date amended to reflect slippage in overall programme.
		Complete Phase 1 Improvements (energy efficiency)	31-Dec-2014		Pilot Scheme to 8 properties demonstrating works being offered is complete. Works to remaining properties to be completed by December.
		Commence Phase 3 (New housing and Street Scene improvements)	01-Apr-2015		
		Complete Phase 3 - new housing element	01-Apr-2016		
		Complete Phase 3 - Street Scene element	30-Sep-2016		
<b>Status</b>		<b>Note</b>			

Service:		Housing & Regeneration			Head of Service:		Bob Livermore	
Action	Description	Milestones	Due Date	Completed	Milestone Note			
F-07	Participate in the Land Auctions Pilot with Homes & Communities Agency	Produce expression of interest that complies with Delivery Partner Panel 2 (DPP2)	31-Mar-2014	Yes				
		Determine S.106	30-Apr-2014	Yes				
		Redraft of Memorandum of Understanding	30-Apr-2014	Yes				
		Procure site investigations for Whalleys 4	31-May-2014	No	HCA want to manage this process but deadline issued and WLBC will commence if HCA do not respond.			
		Produce and issue sifting document	31-May-2014	No	HCA wish to procure a third party to carry out this project. Deadline for third parties is 25.06.14.			
		Produce and issue mini completion	21-Jun-2014	No	As above.			
		Award contract	30-Sep-2014					
<b>Status</b>		<b>Note</b>						

Service:		Housing & Regeneration			Head of Service:		Bob Livermore	
Action	Description	Milestones	Due Date	Completed	Milestone Note			
F-08	Economic Development Strategy (New)	Final Consultant's Economic Development Study and Action Plan	31-Aug-2014		Draft study has been received and is being reviewed.			
		Draft Economic Development Strategy & Action Plan to Cabinet	11-Nov-2014		Draft Strategy to go to October Exec O&S for pre-scrutiny.			
		Cabinet approval of Strategy & Action Plan	17-Mar-2015					
<b>Status</b>		<b>Note</b>	The ED Study provides a robust evidence base that will inform the ED Strategy, information such as levels of deprivation, skills and qualifications, employee numbers. This information will help to shape new projects that will improve the life chances of residents, having a direct and positive impact on the equalities agenda..					



<b>Service:</b>		Transformation / Housing & Regeneration		<b>Head of Service:</b>		Shaun Walsh / Bob Livermore	
<b>Action</b>	<b>Description</b>	<b>Milestones</b>	<b>Due Date</b>	<b>Completed</b>	<b>Milestone Note</b>		
F-09	Preparing for Universal Credit (including Financial Inclusion) (New)	Complete draft FI strategy	01-May-2014	Yes	Work on the draft FI strategy within H&R has been completed.		
		Initial engagement with DWP	23-June 2014	Yes	Go-live date for West Lancs announced		
		FI Strategy consultation with customers and feedback	30-Jun-2014	No	This has been postponed pending further work on corporate strategy		
		Delivery Partnership Agreement (DPA) sign off	17-Sep-2014		This date is provisional		
		Mobilisation and transition activity	mid Sept 2014		Work commenced in June for the design and build of delivery model.		
		Scheduled go-live of UC in West Lancs (1st cohort only)	mid Sept 2014				
		Finalise FI strategy and present to Council	30-Sep-2014				
		On-going review of UC delivery model in West Lancs	31-March 2015		Review will commence following Go-live. Delivery options to be tested during this review period.		
<b>Status</b>		<b>Note</b>	The Council have an equality objective in relation to Financial inclusion. The development of a strategy will have to have regard to some of the most vulnerable in society and full regard will be had to equality impacts throughout this work. A Universal Credit Task Group involving the Council, the local JCP Team and BTLs has been set up to manage implementation within West Lancs.				