







# APPENDIX A: Business Plan Delivery Plan Q2 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


Service:	Corporate			Head of Service:	Managing Directors	
Action	Description	Milestones	Due Date	Completed	Milestone Note	
B_01	MSR 15-16	Revise methodology	30-Sep-2014	Yes		
		Heads of Service to conduct base budget reviews and provide any new or emerging Policy Options to Managing Directors	31-Oct-2014		On track	
		MDs report to Council – MSR 15/16 (Part 1) base budget review approval and approach to closing remaining budget gap, and Business Plan 2015-18	17-Dec-2014		Part 1 has no service delivery implications	
		MDs report to Council – MSR 15/16 (Part 2) any policy options for consultation	25-Feb-2015			
		Budget 15/16 takes effect	01-April-15			
		Public consultation on options (as necessary)	31 May 2015			
Status		Note				


Service:	Transformation			Head of Service:	Shaun Walsh	
Action	Description	Milestones	Due Date	Completed	Milestone Note	
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	Yes		
		Findings / recommendations report submitted to Cabinet	16-Sep-2014	Yes		
		Begin implementation of recommendations	01-Oct-2014	Yes		
Status		Note	Review conducted inhouse.			

<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-Sep-2014	Yes	
		Complete review	31-Mar-2015		This date is provisional
		Findings / recommendations report submitted to Cabinet	30-Jun-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 inhouse. 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	24-Oct-2014	Yes	
		Findings / recommendations report submitted to Cabinet	13-Jan-2015		
		Begin implementation of recommendations	30-Jan-2015		
<b>Status</b>		<b>Note</b>	Review 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 approach to delivering future OR reviews	01-Sep-2014	Yes	
		Prepare options/recommendations paper	31-Oct-2014		This will consider options for delivery of future projects.
		Decision by Members on which option to adopt	31-Jan-2015		
<b>Status</b>		<b>Note</b>	Action milestones revised to include options review ahead of further OR work.		


<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	
		Implement revised SAMP process	31-Jul-2014	Yes	Approved by Cabinet in September.
		Broad sweep of remaining wards concluded	30-Sep-2014	Yes	
		Tanhouse Ward survey	30-Dec-2014	Yes	Appraisal completed
		Moorside Ward survey	31-Mar-15		Appraisal underway
<b>Status</b>		<b>Note</b>			


<b>Service:</b>			<b>Head of Service:</b>		
<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	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	Yes	Realistic projections have been assessed and Members will be asked to confirm these revised budgets and to consider whether to reinvest any savings.
		Mid-year review to be agreed	17-Dec-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	Yes	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.	tbc		
<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			<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	Update Asset Management Sustainability Model	30-Nov-2014		Ongoing
		Start Consultation on preferred option for Beechtrees revival	31-Dec-2014		Consultation pack currently being developed for approval by senior management and wider stakeholder approval. Consultation date and subsequent milestone dates revised to be more in line with financial timetable. This reduces the delay between consultation and implementation.
		Deliver year 2 of the 5 year investment plan	31-Mar-2015		
		Complete Consultation on preferred option for Beechtrees revival	01-Apr-2015		
		Report to Cabinet and Council	30-Sep-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	Yes	
		Place order with ATEC Security Solutions	30-Sep-2014	No	Order expected to be made by end of November. (To allow further feasibility studies to be completed).
		Seven cameras operational	31-Aug-2015		
<b>Status</b>		<b>Note</b>	CCTV can directly contribute to the equality objectives of the Council 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	Draft Ormskirk Town Centre Strategy & Action Plan to Cabinet	11-Nov-2014		Draft Strategy to go to Exec O&S Committee in November for pre-scrutiny ahead of Cabinet.
		Cabinet approval of Draft Strategy & Action Plan for consultation purposes.	31-Jan-2015		


		Cabinet to approve Ormskirk Town Centre Strategy	30-Jun-2015		
		Detailed Action Plan to be approved for implementation	30-Jun-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	Yes	
		Appoint Design and Build Contractor within Framework	30-Sep-2014	N/A	Framework now not operational. Consultants NPS seeking planning consent. Pre application appointment booked.
		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	On track	
		Final GRIP 2 Report	31-Jan-2015		
		Report to Members	31-Mar-2015		
<b>Status</b>		<b>Note</b>	Delivery and management of project is not within WLBC control.		


<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 Vision	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	31-May-2014	Yes	Significant progress is being made on this piece of work (as at


		options to deliver Town Centre regeneration			September) and it is anticipated that a revised planning application will shortly be submitted.
		Remarket residential sites at Findon, Delph Clough and Digmoor	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>	<i>Project Board Meetings</i> are held regularly and involve representation from HCA, WLBC, St Modwen and LCC. <i>Skelmersdale Town Centre District / County Liaison Group</i> meetings involving Members from WLBC and LCC are held to ensure full political engagement.		

<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	Decant completed. Demolition due to commence 15 October.
		Consult on Phase 3 (New housing and Street Scene improvements)	30-Sep-2014	Yes	Consultation on new build procurement completed. Outline Planning application submitted.
		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 February.
		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>			

<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-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	

		Produce and issue sifting document	31-May-2014	Yes	Third party appointed and ITT draft produced.
		Award contract	30-Sep-2014	No	
		Produce and issue mini competition	31-Oct-2014		ITT to be issued by third party by end of October (revised due date).
		Procure site investigations for Whalleys 4	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-08	Economic Development Strategy	Final Consultant's Economic Development Study and Action Plan	31-Aug-2014	Yes	
		Draft Economic Development Strategy & Action Plan to Cabinet	30-Jun-2015		Draft Strategy to go to Exec O&S Committee in November for pre-scrutiny ahead of Cabinet.
		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 Strategy)	Complete draft FI strategy	01-May-2014	Yes	Work on the draft FI strategy within H&R completed.
		Initial engagement with DWP	23-Jun-2014	Yes	Go-live date for West Lancs announced for 15 September.
		Delivery Partnership Agreement (DPA) sign off	31-Aug-2014	Yes	DPA signed and dispatched to DWP 25th September
		Mobilisation and transition activity	15-Sep-2014	Yes	All elements of UC delivery framework implemented by go-live date.
		Scheduled go-live of UC in West Lancs (1st cohort only)	15-Sep-2014	Yes	Went live on schedule – including extended cohort – single and couples
		On-going review of UC delivery model in West Lancs	31-Mar-2015		Review will commence following go-live.
		Finalise FI strategy and present to Council	tbc		
<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.		