













APPENDIX 1: Corporate Delivery Plan Q3/Q4 2015-16


Action Status		
 Action completed	 Action in progress	 Milestone overdue / tbc


Ambitious for our Economy


Summary		
Action	Key Outcomes	Status for 2015/16
Skelmersdale Town Centre Regeneration Project	Create a modern town centre for Skelmersdale offering an improved night-time economy and attractive public realm.	
Land Auction	Meet the objectives of the Local Plan and raise capital to invest in the priorities of the council	
Economic Development Strategy & Delivery	Build a prosperous Borough with skilled and trained local residents <i>to</i> ensure that West Lancashire continues to be a great place to live, work, study and invest	
Ormskirk Town Centre Strategy & Delivery	Ensure the long term economic and social viability of the town and <i>improve</i> its attractiveness as a visitor destination.	
Infrastructure Delivery (via H&T Masterplan)	Support the delivery of improvements to transport infrastructure including around rail links and roads.	
Combined Authority for Lancashire	Assist West Lancashire's profile and ambitions within the wider regional agenda	
Engagement with Liverpool City Region	Assist West Lancashire's profile and ambitions within the wider regional agenda	
Promoting the Borough as a place to be	West Lancashire is recognised as an improving place with aspirations which enhances West Lancashire's reputation as a place to live, a location to develop a business, a place to visit, a place to work and a place to study.	


Service:		Development & Regeneration			Head of Service:		John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note			
Ec 1	Skelmersdale Town Centre Regeneration Scheme	Agree supplementary agreement relating to land at Findon, Delph Clough and Digmoor	30-Apr-2014	No	Draft Agreement has been agreed and in the processes of being finalised and signed off by all parties. This will now be rolled into supplementary agreement for the core town centre scheme.			
		Complete appraisal of alternative development options to deliver Town Centre regeneration	31-May-2014	Yes	Planning application approved at Planning Committee on 19 March 2015 subject to Section 106 agreement.			
		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. Successful LDO funding bid made which will allow ground investigations to take place. Draft LDO to be considered at Cabinet in November.			
		Complete Public Realm and environmental improvements	31-Oct-2014	No	Works deferred pending outcome of the judicial review into the planning consent for the town centre site			
		Subject to market interest complete sale of residential sites	31-Dec-2014	No	Subject to LDO process mentioned above.			
Status		Note	<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.					


Service:		Development & Regeneration			Head of Service:		John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note			
Ec2	Land Auction	Issue ITT	30-Apr-2015	Yes				
		Negotiate new Memorandum of Understanding	30-Apr-2015	Yes	Negotiations begun and remain ongoing			
		Market and sell sites at Whalleys (Skelmersdale) in conjunction with the HCA	31-Mar-2017					
Status		Note						


Service:	Development & Regeneration			Head of Service:		John Harrison
	Description	Milestones	Due Date	Completed	Milestone Note	
Ec3	Economic Development Strategy	Improving the knowledge and skills gap by developing initiatives with St Modwens, JCP and training providers	31-Mar-2016	No	Awaiting notification from St Modwen of the occupiers of units within the town centre in order to prepare skills training and employment support. Delayed activity due to Judicial Review.	
		Investigate the potential for a Skelmersdale Leadership Board	31-Mar-2016	No	Initial views discussed at the internal Corporate Regeneration Officer Group in September 2015. Further investigations and discussions are necessary, with the Skelmersdale place branding activity informing whether this action will proceed.	
		Support business development and growth through increased engagement and identifying appropriate sources of funding & finance	31-Mar-2016	Yes	Business Development Officer in post.	
		Supporting the rural and visitor economy	31-Mar-2016	Yes	The Lancashire Rural Development Programme has now commenced, with officer representation on the Local Action Group. This is a 3 year programme to support the rural communities. Continuing to work with Marketing Lancashire to support and promote our visitor economy and early explorative conversations have taken place with Sefton and Liverpool LEP representatives to look at joint activities.	
Status		Note	The Economic Development Study provided a robust evidence base to inform the Strategy, eg. information such as levels of deprivation, skills and qualifications, employee numbers. This information is helping shape new projects that will improve the life chances of residents, having a direct and positive impact on the equalities agenda. Skelmersdale Brand work is contained within 'Promoting the Borough as a Place to Be'			

Service:	Development & Regeneration			Head of Service:		John Harrison
	Description	Milestones	Due Date	Completed	Milestone Note	
Ec4	Ormskirk Town Centre Strategy	Cabinet to approve Ormskirk Town Centre Strategy and action plan	30-Sep-2015	Yes	Consultation concluded on 15 April 2015.	
		Establish individual Sub Groups	31-Dec-2015	Yes	Taking the lead from the Management Group and by working with a range of partners, individual sub groups will deliver the Key Action Areas within the Strategy. These are Building and Public Realm (established); Marketing (established); Market and Car Park (established); BID (Building Improvement District) - agreed that this needs to be convened after the Management Group has fully established itself.	
		Establish strategic Town Centre Management Group to oversee Strategy development	31-Dec-2015	Yes	Inaugural meeting of key stakeholders (including WLBC, Ormskirk Community Partnership, Love Ormskirk Business in the Community, Edge Hill University and Edge Hill Students' Union).	
Status		Note				









Service:	Development and Regeneration		Head of Service:	John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Ec5	Partnership Working for Infrastructure Delivery as identified in the WL Highways and Transport Masterplan	West Lancashire Route Management Strategy: Stage 1 Report (Evidence Review and Issues Identification)	30-Nov-2015	Yes	
		Skelmersdale Rail – initial GRIP3 stage work: Commission Station Location Options Appraisal	30-Apr-2016		
		West Lancashire Route Management Strategy: Stage 2 Report (Options Development and Assessment)	31-May-2016		
		West Lancashire Route Management Strategy: Draft West Lancs Route Management Plan	31-Jul-2016		
		Skelmersdale Rail – initial GRIP3 stage work: Complete Station Location Options Appraisal	31-Jul-2016		Work with LCC to complete Skelmersdale Rail Station Location Options Appraisal
		West Lancashire Route Management Strategy: A Preferred Option for A59 Bank Bridge	30-Sep-2016		
		West Lancashire Route Management Strategy: Draft Ormskirk Town Centre Movement Strategy	30-Sep-2016		Support LCC in relation to the work on Ormskirk Town Centre Movement Strategy
		Maintain WL Highways & Transport Masterplan Officer Steering Group			Ongoing, quarterly
Status		Note	Delivery and management of project is not within WLBC control. The Council engages with partners (particularly LCC) on a range of transport-related projects through contributing to the content of plans and projects as appropriate, advising partners, facilitating local consultations and raising awareness in the local community.		


Service:	Development and Regeneration		Head of Service:	John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Ec6	Combined Authority for Lancashire	Meet with LCC & HCA to discuss Economic Development Strategy Implementation & potential Skelmersdale Growth Deal	30-Jun-2015	Yes	Meeting held. Further discussions ongoing
		Participate in Governance Review, and discussions in relation to a possible Combined Authority for Lancashire	16-Dec-2015	Yes	Agreed to the possible establishment in principle and to go out to consultation on the plans January / February subject to other councils' decisions.
		Draft scheme consultation (subject to approval by Lancashire Councils)	29-Feb-2016	Yes	Consultation period January-February 19th.
Status		Note	Having a Combined Authority in place will enable Lancashire as a whole to have a stronger voice with national Government, assisting the 'Northern Powerhouse' debate		


Service:	Development and Regeneration		Head of Service:		John Harrison
Action	Description	Milestones	Due Date	Completed	Milestone Note
Ec7	Engagement with Liverpool City Region Authority (LCRA)	Renew associate membership of Liverpool LEP	30-Apr-2015	Yes	Membership renewed
		Meet Liverpool LEP re Economic Development Strategy Implementation	30-Jun-2015	Yes	
		Negotiate membership status and associated matters in relation to LCRCA	21-Oct-2015	Yes	Approach approved at Council in April 2015. Further report to Council 21st October agreed to maintain associate membership.
Status		Note	Play an active role as an Associate Member of Liverpool City Region Combined Authority (LCRCA)		


Service:	Development and Regeneration		Head of Service:		John Harrison
Action	Description	Milestones	Due Date	Completed	Milestone Note
Ec 8	Promoting the Borough as a Place to Be	Engage consultants for development work for a new brand/image for Skelmersdale	31-Mar-2016	Yes	Draft brief prepared following visit to MIPIM UK in October 2015 and consultants appointed in March 2016. This is anticipated to be a large project with consultation and engagement exercises being undertaken over several months.
Status		Note	Involving partnership working between WLBC, LCC, Marketing Lancashire, HCA and local businesses.		


Ambitious for our Environment

Summary		
Action	Key Outcomes	Status for 2015/16
Moor Street	Maintain Ormskirk town centre as an attractive place to visit, shop and do business.	
CCTV Scheme	Help prevent disorder or crime, reduce the fear of crime, improve community confidence and maintain public safety	
Implementation of Property Services Organisational Re-engineering Review	Realise savings and efficiencies whilst improving the quality of service in a planned and co-ordinated way	
Estates Revival	Revitalise and enhance estates to maintain a modernised and sustainable housing stock	
Community Safety Partnership Initiatives	Ensure that West Lancashire remains a safe borough to live, work and visit.	
Car Park Improvements	Align the car parking offer with the needs of visitors and businesses	
Housing Programme - Environmental Improvement	Improve the built and natural environment.	
Street Scene Priority Projects	Create a more responsive and sustainable service that can enhance the appearance of the Borough	


Service:	Development & Regeneration		Head of Service:	John Harrison	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env1	Moor Street Improvements (Ormskirk)	Commence site works	01-Apr-2015	Yes	Work commenced in February
		Complete site works	30-Sep-2015	Yes	Major site works completed on time. Mature tree planting was completed in early 2016.
Status		Note	A joint scheme led by Lancashire County Council (LCC) and supported by WLBC. Funded by LCC and WLBC.		


Service:	Leisure & Wellbeing Services		Head of Service:	David Tilleray	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env2	CCTV Scheme	Phase 3: Seven cameras operational	30-Nov-2015	No	Funding for cameras approved in 2014. Downholland (2 - both operational); Burscough (1 - operational); Tarleton (1 - operational); Mere Brow (1 - operational); Scarisbrick (2 - 1 operational). One is delayed and is with ombudsman.
		Phase 4: Undertake public consultation exercise and confirm locations with Portfolio Holder for 3 new cameras	30-Jul-2015	Yes	Funding for cameras approved in 2015. Castlehey and Tanfields (Skelmersdale) and Burscough Street area of Ormskirk.
		Phase 4: Feasibility survey order placed	31-Jul-2015	Yes	
		Phase 4: Place order for 3 cameras (Castlehey and Tanfields (Skelmersdale) Burscough Street (Ormskirk)	30-Nov-2015	Yes	
		Phase 4: Progress additional scheme for camera at Acregate, Little Digmaor, Skelmersdale	04-Mar-2016	Yes	Underspend on the initial Phase 4 3-camera funding has enabled the scoping work for a fourth camera. Feasibility study has been carried out to ensure that the suggested location is suitable for the installation of a public open space CCTV camera and to identify the most appropriate camera and transmission method. Consultation on the siting of the camera runs from 26 February - 4 March.
Status		Note	CCTV can directly contribute to the corporate/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.		


Service:	Housing & Inclusion Services		Head of Service:	Bob Livermore	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env3	Implementation of Property Services Organisational Re-engineering Review	Appoint Project Manager	02-Nov-2015	Yes	A Special Projects Manager for implementing the project started on the 1st March 2016 . It is expected to be a 12 month project. Subsequent milestones dates were therefore re-profiled.
		Review Contractual Position (Price Per Property) to ensure compatibility of existing contracts	30-Apr-2016		
		Research Repair history and costs to establish the negotiation starting point for the price per property	30-Jun-2016		
		Negotiate the price per property with contractor	31-Aug-2016		
		Following review of existing processes, develop new systems of working and complete staff training	30-Nov-2016		
		Go Live	30-Nov-2016		
		Implement Structure changes	30-Nov-2016		
Status		Note	Recommendations from OR Review were approved by Cabinet in June 2015. Milestones adjusted with appointment of project manager.		


Service:	Housing & Inclusion		Head of Service:		Bob Livermore
	Description	Milestones	Due Date	Completed	Milestone Note
Env4	Estates Revival	Firbeck: Consultation on street scene & agreed implementation timetable (ensuring WLBC, LCC and others input into final design re refuse collection etc)	31-May-2015	Yes	Discussion undertaken with LCC. Agreement to undertake re-surfacing work following construction of new properties
		Firbeck: Start build of 42 new properties	01-Jun-2015	Yes	Properties include one- and two-bedroom flats, and two- and three-bedroom houses.
		Beechtrees: Complete Consultation on preferred option for Beechtrees Revival Scheme (Skelmersdale)	31-Jul-2015	Yes	Consultation carried out March-April 2015
		Beechtrees: consider options for progressing scheme following budget setting process in February.	29-Feb-2016	Yes	Budget agreed at February Council for revised scheme.
		Beechtrees: report to Cabinet	29-Feb-2016	Yes	Cabinet received a report in September 2015. Given the changes announced in the summer to the budget in relation to social housing and in particular rent levels, it was agreed that a decision regarding the Beechtrees Revival would be deferred until the 16/17 budget setting process.
Status		Note			

Service:	Leisure & Wellbeing Services		Head of Service:		David Tilleray
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env5	Community Safety Partnership Initiatives	Agree plans with multi-agency group for "Freshers Week" initiatives	31-May-2015	Yes	
		Complete evaluation of "Freshers Week" initiatives to inform future plans	31-Oct-2015	Yes	The programme extends into the first few weeks of term.
		Deliver "Freshers Week" programme	31-Oct-2015	Yes	A comprehensive multi-agency plan covering the first few weeks of the autumn term. Actions include key safety, security and behaviour messages; dedicated police and street pastor patrols; advice in relation to waste, re-cycling and noise; and information around fire safety, responsible drinking and road safety.
		Ensure "Brightsparx" campaign takes place	30-Nov-2015	Yes	Action plan implemented during October and November. Co-ordinated multi-agency activity including visiting vulnerable people to provide







					reassurance and advice; taking fireworks from the under aged; removing unauthorised bonfires; promoting events organised by partners; school visits to warn of the dangers of playing with fireworks and the consequences of anti-social behaviour; promoting to fun activities delivered at local community centres.
		Complete evaluation of "Brightsparx" to inform future plans	31-Dec-2015	Yes	
		5 Community Action and Engagement initiatives to have taken place within year	31-Mar-2016	Yes	Six took place
Status		Note			


Service:	Development & Regeneration		Head of Service:		John Harrison
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env6	Car Park Improvements	Changes introduced: 4-hours free parking on Saturdays (Derby Street); 4 hours maximum parking Monday-Saturday (Ormskirk Bus Station; Lunesdale; Market Way; and Park Road.	01-Jul-2015	Yes	Detail of other parking arrangements can be found on the Council website.
		Establish comprehensive car parking review and develop proposals	31-Oct-2016		Review including pricing, new technology and capacity of car parks taken forward as part of the Ormskirk Town Centre Strategy
Status		Note			


Service:	Housing & Inclusion		Head of Service:		Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env7	Housing Programme – Environmental Improvement	Report to Cabinet	30-Sep-2016	15-Sep-2016	A £100K budget for Environmental Improvements approved by Council in February 2015. Given that the 'national picture' had changed, allocating works for this budget was suspended until February 2016, as agreed at Cabinet September 2015
		Budget review at Council	24-Feb-2016	24-Feb-2016	
Status		Note			

Service:	Street Scene		Head of Service:	Graham Concannon	
Action	Description	Milestones	Due Date	Completed	Milestone Note
Env8	Street Scene Priority Projects Improve the service to enable more responsive and sustainable operations that can enhance the appearance of the borough	Vehicle in-cab communications: identify service requirements and funding source	31-Mar-2014	Yes	Both service communication requirements and source funding have been identified.
		Improve the visual aspect of the Borough: identify areas for improvement	31-Dec-2015	Yes	Funding to be agreed as necessary in February 2016
		Vehicle in-cab communications: agree system specification and support requirements and source suitable supplier	31-Dec-2015	Yes	System specification has been agreed with the service maintenance arrangements. A suitable supplier has been identified and the system procured.
		Secure long-term LCC Public Realm funding agreement: carry out a joint feasibility study	31-Jan-2016	Yes	Following discussions with LCC it was agreed to transfer the work back to LCC.
		Secure long-term LCC Public Realm funding agreement: agree future funding inclusive of future workload	29-Feb-2016	Yes	Following discussions with LCC it was agreed to transfer the work back to LCC.
Status		Note			


Ambitious for Health and Wellbeing


Summary		
Action	Key Outcomes	Status for 2015/16
Housing Capital Programme (including solar pv)	Improve existing council homes and target investment in new housing stock	
Sheltered Housing	Maintain a sheltered housing service.	
Leisure Strategy Development	A quality and sustainable service offer that contributes to the wider health and wellbeing agenda.	
West Lancashire Health & Wellbeing Strategy	Align and target resources to deliver improvements in health and/or reduce health inequalities.	
Digital Inclusion Strategy & Delivery	Increase online access and uptake of digital services across the borough including for Council services.	
Tenants' Financial Inclusion Strategy & Delivery	Assist the financially excluded access appropriate financial products and services.	


Service:	Housing and Inclusion			Head of Service:	Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB1	Housing Capital Programme	Approval by Cabinet to invest in Solar PhotoVoltaics	30-Sep-2015	Yes	£4.440m project for 1,434 south/south west/south east facing properties. Rules on Feed in Tarriff income likely to change by end of December. Work on getting as many installations as possible before this deadline undertaken to ensure minimum 4% rate of return achieved.
		Installation of Solar PV to tenancies	31-Dec-2015	Yes	590 installations completed.
		Capital programme scheme approval in budget	24 Feb 2016	Yes	
		PVCu windows	31-Mar-2016	Yes	Increasing safety and security for tenants
		Energy Efficiency Measures	31-Mar-2016	Yes	Increasing thermal efficiency and reducing fuel poverty.
		Heating systems	31-Mar-2016	Yes	Installation of new, more efficient heating systems to reduce fuel poverty.
		Adaptations of disabled	31-Mar-2016	Yes	Improving quality of life for residents.
Status		Note			

Service:	Housing & Inclusion			Head of Service:	Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB2	Sheltered Housing Offer	Consider further decommissioning of Cat 1 schemes	31-Jul-2015	Yes	Consider remaining Cat 1 schemes for decommissioning.
		Review out of hours emergency response service	30-Sep-2015	Yes	Following split of maintenance/support review response to out of hours emergencies.
		Report to Cabinet	31-Mar-2016	Yes	Outlining LCC proposed withdrawal of all Supporting People (SP) funding for older peoples housing related support from April 2017.
		Review options for WL service following LCC consultation outcomes	Tbc		Milestone date tbc as it will only be undertaken following the LCC SP funding consultation exercise, due to take place March-June 2016. Results are expected August 2016.
		Consultation with sheltered housing tenants on options	Tbc		As above
		Report to Cabinet	Tbc		As above
Status		Note			

Service:	Leisure & Wellbeing			Head of Service:	David Tilleray
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB3	Leisure Strategy & Delivery	Present draft Leisure Strategy 2015-25	31-Oct-2015	Yes	The Draft Leisure Strategy and Playing Pitch Strategy were presented to Council on the 21st October 2015. Following this, there was a period of public consultation 2 November to 10 January 2016.
		Adopt the Leisure Strategy	24-Feb-2016	Yes	Strategy and key actions plan and Playing Pitch Strategy were approved by Council in February.
		Establish project team for procurement of partner organisation	30-Apr-2016		
		Publish final strategy documents	31-Jul-2016		
Status		Note			

Service:	Leisure & Wellbeing			Head of Service:	Dave Tilleray
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB4	West Lancashire Health & Wellbeing Strategy	Members policy option developed covering for resourcing staffing, development and implementation	24-Feb-2016	Yes	
		Appoint Health Strategy Manager	31-May-2016		
		Develop draft Health and Wellbeing Strategy	31-Dec-2016		
Status		Note	The Council is a partner in the West Lancashire Health & Wellbeing Partnership and works to lead, support and deliver actions where possible.		

Service:	Housing & Inclusion			Head of Service:	Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB5	Digital Inclusion Strategy & Delivery	Cabinet to approve Digital Inclusion Strategy and Action Plan	30-Sep-2015	Yes	
		Establish Go ON West Lancashire partnership	30-Nov-2015	Yes	Partnership includes: Go On West Lancs, WLBC, LCC, Lancashire Police, Council for Voluntary Services, Department of Works and Pensions, Quarrybank, West Lancashire CCG, Edge Hill University, West Lancashire Community
		Council to sign up to Digital Skills Charter	31-Jan-2016	Yes	
Status		Note	The Council's digital offer is also being progressed through its Digital Development Plan for actions to improve and develop the website and online services. In addition, a Digital Executive post was appointed in March 2016 to ensure a joined-up, integrated and corporate approach to digitisation across all service areas.		

Service:	Housing & Inclusion			Head of Service:	Bob Livermore
Action	Description	Milestones	Due Date	Completed	Milestone Note
HWB6	Tenants' Financial Inclusion Strategy and Delivery	Draft Financial Inclusion Strategy presented to Cabinet	15-Sep-2015	Yes	
		Tenants' FI Strategy 2015-18 approved by Cabinet	12-Jan-2016	Yes	Detailed action plan will be implemented and monitored.
		Develop and promote solutions for engagement via a range of channels including SMS/Online/apps.	31-Mar-2017		Use specific user groups for consultation on the development of these services.
Status		Note	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.		