

Appendix A
Economic Development Strategy Year 1 Progress Report Apr 2015 - Mar 2016

THEME 1 – Stimulating Change

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
<p>1.1 A more forceful and effective stewardship of the Skelmersdale regeneration agenda, including the establishment of a 'Skelmersdale Leadership Board' and local business/partner Ambassadors</p> <p>Partners: WLBC/LCC/HCA/Private sector</p>	2015-2017	<p>Following conversations with CEO Marketing Lancashire and a 'place marketing' specialist company, the ambassador network is likely to be an outcome of the branding activity (supported by employer buy-in) therefore this activity needs to be aligned with the branding (See Action 6.1). Place Board will also emerge from branding work.</p> <p>Looking at options for an events programme and/or a business club and what that entails.</p> <p>Apprenticeship Awards and business networking event took place Mar16, very well attended with great feedback. Next business event taking place Jun16.</p>
<p>1.2 Investigate the merits of a mini Growth Deal for Skelmersdale</p> <p>Partners: WLBC/LCC/HCA</p>	2015-2016	<p>Meeting held with Brandon Lewis MP (Mar15) with brochure highlighting Skelmersdale's growth potential. Meeting held with LCC, HCA & WLBC (May15) to discuss ideas and Strategy. Growth deal idea for Skelmersdale put forward as part of devolution proposals 2016.</p>
<p>1.3 Be more vocal amongst sub-regional and national partners of West Lancashire's needs and opportunities</p> <p>Partners: WLBC/LCC/HCA/Skills Training and Employment Partnership (STEP)/partners/schools</p>	2015-2016	<p>ED Strategy presented to the Liverpool City Region Chief Executives. Continued engagement at a senior level with Liverpool City Region and LCC.</p> <p>MIPIM UK attendance in Oct15. Frank McKenna also attended in his capacity as Downtown CE. CEO of Marketing Lancashire and LCC also attended.</p> <p>Attended Lancashire Economic Development Directors Meeting (Nov15). Involvement in Lancashire Devolution discussions.</p> <p>Meeting with BIS Nov15 to discuss ED Strategy.</p> <p>In attendance at the Lancashire Economic Development Directors meeting (Feb16) and the Superport Forum (Mar 16).</p> <p>Met with officers from Knowsley Council (Feb 16) to discuss opportunities for working together in the future.</p>
<p>1.4 The Borough Council will become an even more</p>	2015-2017	<p>The Let's Talk Employment and Skills Charter launched with the Business</p>

	business facing organisation, with sustained engagement at a senior level with key local businesses, developers and investors Partners: WLBC		Engagement Officer working to sign up businesses. It is anticipated that this will encourage businesses to participate in supporting local people but also engaging in a 'business club' or 'ambassador' scheme. Business Engagement Officer will be the 'point of contact' for our key businesses. Mail out to businesses to update business database Nov15. Business Development Officer started in post Nov15 and will be supporting this action. Business events programme, together with business engagement through the Place marketing exercise will support this activity (<i>see Action 1.1 / 6.1</i>).
1.5	Develop an action plan and make resources available to further develop the approach to business engagement and support business growth enabling them to capitalize on sub-regional and national funding programmes. This needs to focus on ensuring businesses perceive WLBC as a Council which is "open for business and open for growth" Partners: WLBC	2015-2017	Business Development Officer appointed Nov16. Currently familiarising herself with the Lancashire Business Growth Fund, rural programme and the new European funding programme. Will be undertaking visits to businesses to support with development/funding opportunities. BDO has spent Jan and Feb working with West Lancashire businesses with regards to the December flooding and supporting them to access funding (via LCC Boost and Regenerate). Action links into ambassador programme and further supported by the formation of Development and Regeneration Service Areas in Mar 16.

THEME 2 - Provide the right scale and mix of employment sites

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
2.1 Consider the potential for the allocation, and delivery of additional employment land within, or in close proximity to Skelmersdale to meet longer term needs Partners: WLBC/Liverpool LEP/Lancashire LEP	2015-2020	Report highlighting available land & premises across the Borough as Members Update Oct15. Study work to be repeated in 2016. Conversations with neighbouring authorities are ongoing, and have resulted in a Liverpool City Region Strategic Housing and Employment Land Study being commissioned. This will inform an employment land requirement for West Lancashire in the Local Plan Review. Allocation of

			<p>additional employment land around Skelmersdale would involve Green Belt release, and so would need to be done as part of a Local Plan Review.</p> <p>Meeting held with property developer within the logistics sector (following a meeting at MIPIM UK) to discuss Skelmersdale's future potential.</p>
2.2	<p>Deliver Greenshoots</p> <p>Partners: WLBC/private sector</p>	2016-2018	<p>Tendering exercise completed Jun15. Report to Council Jul15 providing financial details as requested and seeking authority to appoint contractors and commence building. Authority received and contractors appointed. Pre let interest received. Final designs negotiated and agreed and area for site compound cleared. Issues with utility companies being resolved with an anticipated start on site Jan16.</p> <p>Steels erected and floors prepared, cladding commenced Mar16. Letting particulars prepared and issued to potential tenants.</p>
2.3	<p>Improve the signage and the wider environment of Skelmersdale's existing employment areas, particularly at key gateways</p> <p>Partners: WLBC/LCC</p>	2015-2017	<p>Site visit undertaken with potential contractor for an indication of pricing.</p> <p>Report incorporating potential costs and short-medium-long term actions to be finalised.</p> <p>Consideration given to works to include replacing green and silver signage (invisible against the shrubbery) with red and silver in line with the existing and relatively new signage in Gorsey Place and West Lancashire Investment Centre.</p> <p>Following an assessment of the priority site at J4 and the emerging branding activity, plans have been revised to focus on cleaning signage and tidying the environmental areas on all the key gateway signs. No changes to the actual signs will take place until the branding activity is complete. J4 site remains a priority area as the signage is unreadable due to overgrown shrubbery and hardstanding requires a refresh.</p>
2.4	<p>Work with the private sector to ensure the delivery of allocated employment land at Burscough and Simonswood</p> <p>Partners: WLBC/LCC/private sector</p>	2015-2020	<p>Simonswood - Potential infrastructure project. Initial meeting to be brokered with Knowsley & Sefton councils to take forward. The allocated employment land at Burscough and Simonswood is in the ownership of individuals who have stated a desire to bring them forward, the sites are free from any significant development constraints therefore delivery is dependent on market interest.</p>
2.5	<p>Consider the potential for a Greenshoots 2 development, further remodeling workspaces in Skelmersdale</p> <p>Partners: WLBC/private sector</p>	2018-2020	<p>Remodelling of fire damaged units at Gorsey Place agreed by Council.</p> <p>Incorporate elements of Greenshoots (1) to ensure both schemes are contemporaneous.</p>

THEME 3 – Housing as a Driver for Change

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
3.1 Support for the delivery of housing estate improvements Partners: WLBC/HCA/LCC	2015-2025	Firbeck Revival on track for completion in 2016. Improvement works to existing properties complete, 16 completions expected to be handed over in Apr16, with a further 26 handovers between May and July 2016. Beechtrees Regeneration currently in planning stage. Exploration into release of resources to launch further regeneration schemes.
3.2 Support the delivery of significant new market and affordable housing in Skelmersdale on allocated sites, including within the town centre Partners: WLBC/HCA/Private sector	2015-2025	Whalleys granted outline permission and being promoted to house builders through Land Auction Pilot. Former Digmaor Sports Centre, Findon and Delf Clough sites being promoted by Council / HCA, and 3 LDO's were adopted by Cabinet in Mar16. Other potential town centre sites in Council ownership to be considered but must not detract from interest in Whalleys, Findon and Delf Clough. Initial discussions held in Jul15 with College and LCC re: land at former College and Glenburn sites. Other significant housing sites in Skelmersdale not in public sector ownership. Development Brief for Firswood Road land adopted Aug14. Discussions with landowners of Firswood Road land ongoing to bring forward first phase.
3.3 Work with the private sector to explore if additional opportunities for further new housing growth in Skelmersdale can be identified and work with partners to drive this forward Partners: WLBC/HCA/Private sector	2015-2025	MDs met with Housing & Planning Minister to discuss potential Skelmersdale Growth Deal and initial meeting held with LCC. Further new housing growth around Skelmersdale will inevitably involve Green Belt release, and so would need to be done as part of a Local Plan Review. Principal Economic Regeneration Officer post to be advertised April16.
3.4 Support the delivery of homes on allocated sites in Burscough and Ormskirk Partners: WLBC/Private sector	2015-2020	Local Plan seeking to deliver at least 750 new homes in Ormskirk with Aughton and 850 new homes in Burscough. First three years of Local Plan (2012-2015) saw 413 new homes built in Ormskirk and Aughton and 72 new homes in Burscough. Development Brief for Grove Farm adopted Aug14. Application for over 300 new homes at Grove Farm has been received and will shortly be decided by Planning Committee. Masterplan for Yew Tree Farm adopted Feb15.

			Application for 580 dwellings plus 100-bed care home submitted in Feb15 for Yew Tree Farm, Burscough, Planning Committee approved subject to Section 106 agreement. Permission already granted (but not yet built) for over 200 new homes in Burscough.
3.5	Develop employment initiatives in collaboration with house builders, contractors and training providers, to support local people into employment Partners: WLBC/ West Lancashire College/STEP/ private sector/	2015-2016	Let's Talk Employment and Charter now in place to support this activity. STEP group fully supportive. Discussions held with neighbouring Councils/partners to share ideas and fill potential employment gaps once demand is known. Officer also liaising with Preston & South Ribble regarding the City Deal programme, linking in where possible. STEP meeting held Feb16, very good attendance with both Edge Hill University and WL College present. Next meeting May16.

THEME 4 – Revitalised Town Centres

Action		Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
4.1	Deliver the Skelmersdale Vision Town Centre proposals for the regeneration of Skelmersdale Partners: St Modwen/WLBC/ HCA/LCC/LCP	2015-2020	Planning consent granted however a judicial review followed delaying progress. Supplementary Legal agreement almost complete. July15 Council authority given to fund public realm infrastructure works.
4.2	Investigate funding/ development opportunities to re-develop civic spaces and leisure facilities within Skelmersdale Town Centre Partners: WLBC/LCC	2015-2016	St Modwen scheme will deliver some improvements. New post of Business Development Officer will support this activity, investigating funding such as European and/or RGF, very difficult to attract funding for public realm/leisure provision.
4.3	Ensure proposals for infrastructure projects which complement the regeneration of Skelmersdale Town Centre are co-ordinated and joined-up Partners: LCC/WLBC	2015-2022	Liaison with LCC and other infrastructure providers ongoing to ensure delivery of appropriate infrastructure at the right time. West Lancashire Highways & Transport Masterplan Officer Steering Group established in Aug15 which will meet regularly and guide the delivery of key transport infrastructure projects in Skelmersdale and West Lancashire.
4.4	Implement a skills, training and employment strategy, drawing in all the relevant partners to maximise employment opportunities for local people arising from	2015-2020	Meeting to be held with St Modwen to progress employment initiatives at the appropriate time.

	<p>the regeneration of Skelmersdale town centre</p> <p>Partners: STEP/WLBC</p>		<p>Discussions to be held with neighbouring Councils to share ideas and fill potential employment gaps.</p> <p>ED Strategy presentation to STEP group Jun15.</p> <p>Let's Talk Apprentices initiative and Let's Talk Employment and Skills Charter are being developed to support this agenda.</p> <p>17 apprenticeships created as a result of Council intervention. 17 businesses signed up to the Employment and Skills Charter.</p> <p>Specific activity for Skelmersdale town centre will be developed once progress has commenced within the town.</p> <p>Apprenticeships, JSA and Universal Credit figures reported to STEP group Feb16.</p>
4.5	<p>Implement the Ormskirk Town Centre Strategy and Action Plan, working with partners including local business networks and social enterprises</p> <p>Partners: WLBC/LCC/Private Sector</p>	2015-2020	<p>Final Draft Strategy approved by Cabinet in Sept15. All partners have endorsed the Strategy.</p> <p>Management Group established and first meeting held Nov 2015. Sub Groups to be up and running in Jan16. Technical Services to merge with R&E in early 2016 to give greater integration of approach.</p> <p>Management Group and all three sub groups have now met and actions are being taken forward through those mechanisms.</p> <p>Thinkingplace appointed to investigate perceptions/views on the town centre and are in the process of disseminating their findings to the various stakeholders involved.</p>

THEME 5 – A Better Connected West Lancashire

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
5.1 Pro-actively support the development of the business case and future delivery of a new rail station and	2015-2022	GRIP1-2 Study completed Dec14; Business Case Study published by LCC Jun15).

	transport hub in Skelmersdale Partners: LCC/Mersey travel/Network Rail/WLBC		LCC to lead on next phase of work, initial funding identified for GRIP 3 Study. Appraisal of Station Location Options to be commissioned by LCC.
5.2	Develop cycle and walking infrastructure between key settlements across the Borough (West Lancashire Wheel) Partners: WLBC/LCC	2015-2017	Cycling & Green Infrastructure Strategy being prepared. S106 monies allocated to certain projects already, proposals being drawn up by LCC. Other proposals to come forward as part of large housing allocations. CIL & ESIF Bids prepared.
5.3	Develop sustainable and long-term transport initiatives to connect Skelmersdale's residential and employment areas to support job seekers to access skills, training and employment opportunities Partners: LCC/WLBC/STEP	2015-2018	To be considered more fully as Skelmersdale Rail advances and through a Skelmersdale Movement Strategy as the Highways & Transport Masterplan begins to be implemented.
5.4	Support the implementation of Superfast Lancashire to ensure West Lancashire's businesses and residents have access to the latest digital infrastructure Partners: LCC/BT/WLBC	2015-2016	LCC lead organisation, WLBC activity has included promotion and information to the business community and presentation from Superfast Lancashire to STEP group to ensure dissemination to wider community took place Feb15. 550,000 homes and businesses, 80% coverage of Lancashire. Broadband project due to complete end 2015, however there is the potential for it to be extended from 2016 for 2 years. Aspirations for an Ultrafast Broadband programme for Lancashire via the ESIF, however no announcement has been made.
5.5	Develop a movement strategy for Ormskirk Partners: LCC/WLBC	2015-2025	Work commenced on this project and how it fits within wider West Lancashire Route Management Plan. First element of work considering options for the Derby St Rail Bridge.
5.6	Continued case making for rail infrastructure improvements in Ormskirk and Burscough Partners: LCC/Merseytravel/Network Rail/WLBC	2015-2019	Ormskirk to Burscough Electrification Demand Study completed. No strong enough business case to support it at this stage. LCC / Merseytravel to consider next steps.
5.7	Support the development of the proposed Tarleton 'Green Lane Link' to alleviate rural road congestion and support businesses Partners: LCC/WLBC	2019-2020	Contained within LCC's Transport Plan.

THEME 6 – Promoting the Place

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
<p>6.1 Improve the image of Skelmersdale through the development of a Skelmersdale brand</p> <p>Partners: WLBC/Marketing Lancashire/HCA/Private Sector</p>	2015-2017	<p>Directly linked to Theme 1 Leadership Board, and Ambassadors.</p> <p>Attendance at MIPIM UK in Oct15.</p> <p>Met with CE of Marketing Lancashire to support with branding activity and a possible place marketing company.</p> <p>Investigating procurement options with the potential to work with Marketing Lancashire's chosen contractor.</p> <p>Place marketing company appointed to support Council and other partners to develop a place narrative and brand.</p> <p>Consultation work to take place during May-June 2016, including the establishment of a Task & Finish Group, one-one conversations, workshops and focus groups.</p>
<p>6.2 Identify and utilise West Lancashire Ambassadors from public and private sectors who will act as high profile advocates for West Lancashire</p> <p>Partners: WLBC/Private Sector</p>	2015-2016	<p>A potential outcome of the branding activity.</p> <p>Draft ideas considered for Business Ambassador Club/Business Charter Club/events programme.</p> <p>Draft calendar of events 2016 developed. Apprenticeship Awards event took place March 2016 with the next event scheduled for June 2016.</p>
<p>6.3 Periodically refresh the Welcome to West Lancashire inward investor 'script'</p> <p>Partners: WLBC/Marketing Lancashire</p>	2015-2025	<p>Brand must be developed before Ambassador 'script' is composed.</p> <p>Officer has produced marketing literature to support St Modwen's town centre marketing.</p> <p>The Let's talk Employment and Skills Charter and work carried out to produce an employment factsheet and a skills factsheet will provide a solid foundation for this activity.</p>
<p>6.4 Develop and periodically refresh a Skelmersdale 'script'</p> <p>Partners: WLBC/Marketing Lancashire/HCA</p>	2015-2025	Awaiting brand development when this action will be developed.

THEME 7 – Supporting the Rural and Visitor Economy

Action	Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
<p>7.1 Improve the positioning of West Lancashire in the forthcoming Lancashire Visitor Economy Strategy</p> <p>Partners: WLBC/Marketing Lancashire</p>	2015	<p>Tele-conference held with senior officers early 2015, Strategy consultation July/Aug 2015.</p> <p>PH participated in Strategy consultation exercise, which is due to draw to a close end Sept.</p> <p>Anticipate Lancashire’s Destination Management Plan to be in place April 2016.</p>
<p>7.2 Support the ‘Made in Lancashire’, and other similar campaigns by encouraging more businesses to participate</p> <p>Partners: WLBC/Marketing Lancashire/Myerscough College</p>	2015-2025	<p>Unclear if this brand will continue into the future and is likely to be subsumed within the work of Marketing Lancashire campaigns. Officer will continue to work with appropriate partners.</p>
<p>7.3 Actively participate in the Rural Development Programme for England (RDPE) Lancashire Programme to ensure activity is directed into the Borough and West Lancashire businesses benefit from support</p> <p>Partners: WLBC/LCC/Myerscough College/Wigan Council</p>	2015-2017	<p>The new RDPE programme has been approved, the LAG Executive has been agreed (WLBC officer to represent on the group) and training undertaken in July 15. Expect programme to be launched in Sept 15. First meeting to be held 29.09.15.</p> <p>Delay in signing off the Programme which is currently with the legal team within LCC.</p> <p>Launched in Dec 2015.</p> <p>LAG Forum took place 16.03.16, first LAG Executive (decision making group) to take place April 16.</p>
<p>7.4 Market rural visitor attractions as part of the WL visitor offer</p> <p>Partners: WLBC/Marketing Lancashire</p>	2015-2020	<p>Officers met with Marketing Lancashire to discuss future promotion in light of both the ED Strategy and the forthcoming Ormskirk TC Strategy. Website improvements to follow, including potential for a micro-site.</p> <p>Met with Sefton & Liverpool LEP on collaboration work, specifically around the promotion of Ormskirk (links directly to Ormskirk Town Centre Strategy).</p>

			<p>Presentation to Corp & Env O&S Committee 03.12.15 'Regeneration, Leisure & Night-time Economy'. Workshop to be held Jan 16.</p> <p>This activity closely linked with Ormskirk Town Centre activities, which includes the potential for a dedicated website to promote Ormskirk and the wider assets of West Lancashire and our neighbouring areas, i.e. Sefton.</p>
7.4	<p>Consider the need for bespoke rural workspace/rural technology hubs and investigate opportunities</p> <p>Partners: WLBC/LCC/Private Sector</p>	2017-2020	<p>Conversations will progress in the future as potentially part of the RDPE programme.</p> <p>IG/PH met with the NFU to develop relationships further to better support our rural economy.</p> <p>No evidence of demand at the present time for rural workshops.</p>

THEME 8 – Advantage through Knowledge and Skills

Action		Estimated Timescale	Year 1 Progress (Apr 2015- Mar 2016)
8.1	<p>Support the regeneration of Skelmersdale by strengthening secondary school provision, particularly at Glenburn</p> <p>Partners: LCC/WLBC/STEP/Schools</p>	2020-2025	<p>Managing Director met with Cllr Mein and J Turton, LCC to discuss the skills agenda, as a result officers to meet with new Lancashire Skills Co-ordinator and invite to future STEP meeting.</p> <p>Skills Hub Co-ordinator attended STEP Group Nov 15.</p> <p>Mayor arranging an Education meeting with LCC to discuss future of secondary education in Skelmersdale.</p> <p>West Lancashire Partnership (partnership of head teachers and college principal) now represented on the STEP group.</p>
8.2	<p>Develop sector-focused work-based training in partnership with employers and training providers, and strengthening links between businesses and training providers</p> <p>Partners: STEP/WL College/Edge Hill University/WLBC</p>	2015-2017	<p>ED Strategy presentation to STEP group June 2015.</p> <p>'Let's Talk Employment and Skills Charter supported by STEP group and launched Nov 2015.</p> <p>Supply chain skills/Logistics event held at Edge Hill University in</p>

			<p>early Dec 2015 attended by Borough Council officers.</p> <p>Edge Hill and College represented on STEP group. Both establishments attended recent Borough Council Apprenticeship Awards and Business Networking event.</p>
8.3	<p>Strengthen FE links with Liverpool Superport stakeholders to maximise opportunities in the logistics sector</p> <p>Partners: WLBC/WL College/Edge Hill University/Liverpool LEP</p>	2015-2016	<p>Business Engagement Officer participated in EHU Employers Panel 16.09.15 as part of ongoing relationship development and supporting business engagement opportunities.</p> <p>Skills Hub Director attended logistics and supply chain event at EHU Dec 15 with ER staff.</p> <p>Business Engagement Officer supporting EHU with a 'mock assessment centre' Jan 2016.</p> <p>EHU have joined the Liverpool LEP as a corporate member.</p>
8.4	<p>Develop sustainable and long-term skills initiatives to support tenants and residents into employment</p> <p>Partners: WLBC/STEP/LEP</p>	2015-2016	<p>Linked to Skelmersdale town centre activity.</p> <p>The Employment and Skills Charter aims to encourage employers to interview, provide work experience opportunities, etc. to local people and use local supply chains.</p> <p>Let's Talk Apprentices and Let's Talk Employment and Skills Charter presented to STEP Sept 15.</p>
8.5	<p>Ensure Edge Hill University & West Lancashire College are linked into all major projects in West Lancashire as appropriate, strengthening engagement with LCC and LEP</p> <p>Partners: LCC/LEP/WLBC/STEP/WL College/Edge Hill University</p>	2015-2025	<p>Officers working closely with both Edge Hill University and West Lancashire College.</p> <p>Edge Hill and College represented on STEP group. Both establishments attended recent Borough Council Apprenticeship Awards and Business Networking event.</p>
8.6	<p>Develop an Employment Charter and encourage employers, including social enterprises and Business Ambassadors to sign up, this will encourage employers to consider local employment options, work experience, apprenticeships and other local skills and employment initiatives</p> <p>Partners: WLBC/STEP</p>	2015-2016	<p>'Let's Talk Employment and Skills Charter supported by STEP group and launched Nov 2015.</p> <p>17 businesses signed up as of end March 2016</p>
8.7	<p>Continue to support partners in the delivery of the WL Challenge project, continue to monitor the project's success</p>	2015-2016	<p>WL Challenge project ended April 2015.</p> <p>Employment and skills activities will continue through new</p>

	<p>and its future sustainability</p> <p>Partners: STEP/WLBC</p>		<p>initiatives, including the Let's Talk Apprentices initiative and the potential Lancashire Sport employment and skills ESIF proposal.</p> <p>Will provide support to STEP partners if they have an interest in submitting funding applications in this area of activity.</p> <p>Officers have referred STEP organisations to the Lancashire Sport project to support its delivery in the Borough.</p>
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