










## APPENDIX 1: Corporate Delivery Plan Monitoring Report (Q2 2019/2020)

| Action Status |  Action completed |  Action in progress |  Cancelled |  Milestone overdue |
|---------------|--|--|---|---|
|---------------|--|--|---|---|

### Priority: Deliver Tangible and Visible Improvements


| Priority Summary  | Status  |
|---|---|
| Completing the current review of the Local Plan   |  |
| Developing new and improving leisure facilities as health and leisure hubs                        |  |
| Delivering retail, housing and public realm improvements with a focus on Skelmersdale Town Centre |  |
| Establishing a Development Company  |  |
| Creating the Moor Street Gateway  |  |
| Implementing the Route Optimisation Round Review and associated projects                          |  |
| Implementing the new Clean & Green Service structure and deliver of the new service standards     |  |

| Title   | Local Plan Review | Service | Development & Regeneration Services | Status |  |
|---|-------------------|---------|-------------------------------------|--------|---|
| <b>Action Note</b>  |                   |         |                                     |        |   |
| Action cancelled following Cabinet decision to cease work on the Local Plan Review. |                   |         |                                     |        |   |


| Title  | Leisure Procurement and Facility Improvement                   | Service   | Leisure & Environment Services                               | Status |  |
|--|--|-----------|--|--------|---|
| <b>Outcome</b>   | New, high quality leisure and wellbeing centres for all to use |           |  |        |   |
| Milestones   | Due Date   | Completed | Milestone Note   |        |   |
| Appointment of project management consultants to support the project | 28-Apr-2019  | Yes       | Hadron appointed as project management consultants           |        |   |
| Community Consultations  | 30-Jun-2019  | Yes       | Community Consultations completed                            |        |   |
| Legal agreement with St Modwens                                      | 30-Jun-2019  | No        | Report for Cabinet and Council produced for October meeting. |        |   |


Progress as at the end of Q2 (September 2019)


|   |             |    |  |
|---|-------------|----|--|
| Production of tender documentation                      | 30-Jun-2019 | No | Delayed owing to CCG confirmations and proposed competitive dialogue process. Likely completion Jan 2020 |
| Completion of site surveys                              | 01-Jul-2019 | No | In progress. Due for completion Jan 2020   |
| Issue of Invitation to submit detailed solutions (ISDS) | 15-Jul-2019 | No | Now proposed Jan 2020  |
| Closing date for ISDS responses                         | 13-Oct-2019 |    | Timeline under review owing to finalisation of CCG timeframes and proposed competitive dialogue process  |
| Selection of shortlist                                  | 30-Nov-2019 |    | As above   |
| Issue of Final Tender Documentation                     | 05-Feb-2020 |    | As above   |
| Closing date for final tenders                          | 10-Mar-2020 |    | As above   |
| Award of Contract                                       | 31-Mar-2020 |    |  |

| Title   | Skelmersdale Town Centre Regeneration   |           | Service   | Development & Regeneration Services | Status |  |
|---|---|-----------|---|-------------------------------------|--------|---|
| Outcome   | Create a modern town centre for Skelmersdale offering an improved night-time economy and attractive public realm. |           |   |                                     |        |   |
| Milestones  | Due Date  | Completed | Milestone Note  |                                     |        |   |
| Complete Funding Agreement with Partners                            | 01-May-2019   | No        | Council awarded £2M Growth Deal funding from the LEP  |                                     |        |   |
| Complete Supplemental Legal Agreement                               | 01-May-2019   | No        | Report due to go to Cabinet/Council on 16 October 2019 for approval to proceed  |                                     |        |   |
| Discussion with LCP re: possible Phase 2                            | 31-Aug-2019   | Yes       |   |                                     |        |   |
| Start on site   | 30-Sep-2019   | No        | Start delayed due to land purchase and necessary legal agreements. Further authority needed from Cabinet & Council via the October report. Start on site would be early 2020. |                                     |        |   |
| Consideration given to any proposals put forward by LCP for Phase 2 | 31-Dec-2019   |           |   |                                     |        |   |


Progress as at the end of Q2 (September 2019)

| Title   | Establishing a Development Company  | Service   | Housing & Inclusion   | Status |  |
|---|---|-----------|---|--------|---|
| Outcome   | Increase income to Council; Incorporate housing stock/ supply; Deliver new commercial, industrial and residential development of Council-owned land and bring investment and growth to the borough. |           |   |        |   |
| Milestones  | Due Date  | Completed | Milestone Note  |        |   |
| Appointment of Board of Directors   | 31-Jul-2019   | Yes       | Council approved the appointment of the Director of Housing & Inclusion and Borough Treasurer in February 2019. Two independent Directors were appointed in July 2019 following a recruitment exercise. |        |   |
| Submit sites included in Phase 1 of the Business Plan for Planning Permission | 31-Jul-2019   | Yes       |   |        |   |
| Agree and execute the legal and financial documents                           | 31-Oct-2019   | Yes       | All documents agreed, executed and completed  |        |   |
| Tender Building Works and Appoint Contractor                                  | 31-Dec-2019   |           |   |        |   |
| Secure phase 2 sites  | 31-Mar-2020   |           |   |        |   |
| Start on Site   | 31-Mar-2020   |           |   |        |   |





| Title                            | Creating the Moor Street Gateway                                     | Service   | Development & Regeneration Services   | Status |  |
|----------------------------------|--|-----------|---|--------|---|
| Outcome                          | New multi-purpose development created on site of current bus station |           |   |        |   |
| Milestones                       | Due Date   | Completed | Milestone Note  |        |   |
| Considered at planning committee | 31-May-2019  | No        | Council awarded funding from the Heritage Action Zone Fund, for a 4 year period, to include consideration of the bus station site and its surroundings. Discussions being held with LCC about how to take the bus station site forward with funding already identified. |        |   |
| Start on site                    | 31-Mar-2020  |           |   |        |   |


| Title                         | Implementing the Route Optimisation Round Review   | Service   | Leisure & Environment Services  | Status |  |
|-------------------------------|--|-----------|---|--------|---|
| Outcome                       | More responsive, accurate and economical service; vehicle route/workload optimisation; potential for fuel economy. |           |   |        |   |
| Milestones                    | Due Date   | Completed | Milestone Note  |        |   |
| Polish rounds & consult staff | 30-Jun-2019  | Yes       | The polishing of rounds is complete for Refuse & Recycling. Since Garden Waste is a subscription service, this is an ongoing process for that service. Staff have been consulted. |        |   |
| Report to Members on options- | 31-Jul-2019  | Yes       | Report to Cabinet in June 2019.   |        |   |
| Implement new rounds          | 31-Oct-2019  |           | Implementation date Tuesday 12 November agreed with the Portfolio Holder.   |        |   |

Progress as at the end of Q2 (September 2019)


| Title  | <b>Implementing the new Clean &amp; Green Service</b>  |           | Service        | Leisure & Environment Services | Status |  |
|--|--|-----------|----------------|--------------------------------|--------|---|
| Outcome  | New structure to focus on priority areas and delivery of set programmes of work to improve environmental standards |           |                |                                |        |   |
| Milestones   | Due Date   | Completed | Milestone Note |                                |        |   |
| Form new neighbourhood operational teams   | 30-Apr-2019  | Yes       |                |                                |        |   |
| Recruit Technical and Operational Support Officer                                  | 30-Apr-2019  | Yes       |                |                                |        |   |
| Recruit two Area Managers  | 31-May-2019  | Yes       |                |                                |        |   |
| Devise electronic schedules for grass cutting, litter bins and street cleansing    | 31-Mar-2020  |           |                |                                |        |   |
| Report quarterly performance against service standards and review future standards | 31-Mar-2020  |           |                |                                |        |   |


## Priority: Engage and Empower our Local Communities

| Priority Summary   | Status  |
|--|---|
| Delivering the Master Plan for Tawd Valley park, subject to resources  |  |
| Seeking the asset transfer of existing leisure facilities in North Meols                                       |  |
| Delivering digital inclusion initiatives   |  |
| Implementing the Health and Wellbeing Strategy including involvement with the Integrated Community Partnership |  |


| Title   | <b>Delivering the Master Plan for Tawd Valley</b>                         |           | Service   | Leisure & Environment Services | Status |  |
|---|---|-----------|---|--------------------------------|--------|--|
| Outcome   | Environmental improvements and community involvement in Tawd Valley Park. |           |   |                                |        |  |
| Milestones  | Due Date  | Completed | Milestone Note  |                                |        |  |
| Support LCC in the installation of the Tawd Valley Cycleway               | 31-Jul-2019   | Yes       | Works in progress, completion expected December 2019            |                                |        |  |
| Complete implementation of Phase 1 of Northern Zone                       | 30-Sep-2019   | Yes       |   |                                |        |  |
| Seek funding to implement the SUDS programme of works in Tawd Valley Park | 31-Dec-2019   |           | Environment Agency funding bid. Decision expected December 2019 |                                |        |  |
| Produce specifications for Phase 2 of Northern Zone                       | 31-Mar-2020   |           | Designs refined and circulated to be costed                     |                                |        |  |

Progress as at the end of Q2 (September 2019)

| Title  | Asset Transfer of Leisure Facilities in North Meols  | Service   | Leisure & Environment Services   | Status |  |
|--|--|-----------|--|--------|---|
| Outcome  | Assist the wider aims of the Leisure Strategy, by rationalising the existing leisure provision and focusing on a sustainable leisure provision |           |  |        |   |
| Milestones   | Due Date   | Completed | Milestone Note   |        |   |
| Start of trial year for North Meols Parish Council to operate the leisure facility | 30-Jun-2019  | Yes       | This has now been superseded by a different approach that will involve the Parish Council shadowing Serco from 2019/2020 and then the Parish Council will take over the lease from April 2020. |        |   |





| Title  | Delivering Digital Inclusion Initiatives   | Service   | Housing & Inclusion   | Status |  |
|--|--|-----------|---|--------|---|
| Outcome  | Increased basic online skills with digitally excluded members of the community and expanded use of West Lancashire Borough Council's digital services. |           |   |        |   |
| Milestones   | Due Date   | Completed | Milestone Note  |        |   |
| Promotion of the Council self-service portal and iPads at the CSP        | 30-Aug-2019  | No        | Work was delayed however sessions will now be held during October and November. CVS have been promoting the portal as part of the joint Buzz IT project.  |        |   |
| Support Get Online Week 14-19 October 2019                               | 31-Oct-2019  |           | CVS to deliver workshops during this week. A communication plan and internal promotion to be developed as part of the support. Following events arranged as part of Buzz IT project for Get Online Week: Mon 14th - 11am - 1pm - Up Holland Artz Centre Wed 16th - 10am - 12pm - Burscough Methodist Church |        |   |
| Deliver digital skills training using Learn My Way to Elected Members    | 01-Nov-2019  |           | Member session to be held during Get On Line week   |        |   |
| Deliver staff training of Learn My Way and how to promote to customers   | 20-Dec-2019  |           | One staff "lunchtime learning" session on Digital Inclusion project and Learn My Way was held. Further sessions to be carried out as part of Get Online week.   |        |   |
| Work with CVS on 12 month partnership Digital Inclusion project, Buzz IT | 31-Mar-2020  |           | First quarterly report received, detailing engagement data and project progression. Digital Champions toolkit in process of being developed, for use in local centres, libraries, charities etc. to ensure sustainability after 12 month programme ends.  |        |   |


Progress as at the end of Q2 (September 2019)

| Title   | Implementing the Health and Wellbeing Strategy  | Service   | Leisure & Environment Services   | Status |  |
|---|---|-----------|--|--------|---|
| Outcome   | Improve health and wellbeing, reduce health inequalities, and generally improve quality of life for all residents |           |  |        |   |
| Milestones  | Due Date  | Completed | Milestone Note   |        |   |
| Progress the MPT2 bid to continue the scheme from Dec 2019  | 30-Sep-2019   | Yes       | Bid produced in conjunction with Active Lancashire. Expected decision in February 2020.  |        |   |
| Establish a Health in All policies framework for the Council  | 31-Dec-2019   |           | Ongoing work exploring best practice. Advice and guidance being provided by Lancashire County Council's Public Health Team   |        |   |
| Investigate proposals for the extension of the Active West Lancs project from March 2020  | 31-Dec-2019   | Yes       | Discussions with LCC in progress. Alternative internal options being discussed, including joint working with new leisure provider  |        |   |
| Review the effectiveness of the internal and external programmes of health improvement  | 31-Dec-2019   |           | Review in progress for Cabinet report in November 19   |        |   |
| Continue a schedule of training, talks and workshops to increase local skills and knowledge on a wide range of health issues.             | 31-Mar-2020   |           | Schedule of talks and training continuing through Health promotions Officer  |        |   |
| Develop a Health and Wellbeing Service Directory  | 31-Mar-2020   |           | Discussions have commenced with CVS into the feasibility and LCC have been approached with a view to gaining an insight into the construction and operation of their health and wellbeing database |        |   |
| Introduce workforce wellbeing initiatives including corporate fitness improvement   | 31-Mar-2020   |           | Initiatives commenced, including workforce weight management courses   |        |   |
| Through an internal workplace wellbeing group develop a health improvement programme based on identified health themes within the Borough | 31-Mar-2020   |           | An internal workplace wellbeing steering group of 10 officers is meeting monthly and formulating a workforce health improvement plan based on suggestions put forward by staff.                    |        |   |
| Work with key partners (CCG/GP federation) regarding the establishment of the Integrated Community Partnership (ICP)                      | 31-Mar-2020   |           | Shadow ICP established   |        |   |


Progress as at the end of Q2 (September 2019)

## Priority: Actively Promote the Borough as a Great Place to Live, Work, Visit and Invest

| Priority Summary  | Status  |
|---|---|
| Promoting the Council's role and West Lancashire's achievements including through digital communications          |  |
| Engaging businesses and communities to enhance and promote Ormskirk and the wider West Lancashire visitor economy |  |
| Engaging with Liverpool City Region, Lancashire authorities and key decision makers                               |  |
| Enhancing and promoting Skelmersdale and the wider West Lancashire business economy                               |  |

| Title  | Digital Communications Plan   | Service   | Housing & Inclusion  | Status |  |
|--|---|-----------|--|--------|---|
| Outcome  | Increase the number of visitors engaged with page content Increase the number of visitor needs addressed within page content; To support the phases of the Service Now Project and the number of services accessed through digital communications |           |  |        |   |
| Milestones   | Due Date  | Completed | Milestone Note   |        |   |
| Introduce a graphic design photography and video production resource to the team and evidence VFM savings  | 28-Jun-2019   | Yes       | This has been actioned and we are starting to see VFM saving and efficiencies from having this resource in house.  |        |   |
| Introduce <i>In the know</i> ( <a href="https://www.stayintheknow.co.uk">https://www.stayintheknow.co.uk</a> ) as a hyper local digital communications channel | 31-Jul-2019   | Yes       | This has been actioned and we are working through a comms and marketing campaign alongside Lancashire Constabulary to increase our coverage  |        |   |
| Create a Consistent briefing process to consider wider digital platforms and types of content  | 27-Sep-2019   | Yes       | This is complete and demonstrates our range of digital communication channels including video and infographics   |        |   |
| Following the implementation of Phase 1 Service Now coordinate review of content with Web Champions  | 31-Oct-2019   | Yes       | First phase is complete with pages updated for service areas such as refuse and recycling and pest control. Most of the contact details have been taken out of the pages but service managers are still listed whilst we undergo a corporate wide complaints review. |        |   |
| Create a programme of digital newsletters for both Council Tenants and Residents   | 26-Feb-2020   |           |  |        |   |
| Boost Social Media followers by 5% each quarter  | 28-Feb-2020   |           | Q1&Q2 targets were met, helped by embedding the Facebook icon into the footer of the website page.   |        |   |
| Conduct a residents and staff survey on the website and present the findings   | 28-Feb-2020   |           |  |        |   |
| To start the review of the web platform and the implications of using Service Now and a Knowledge article based website  | 20-Mar-2020   |           |  |        |   |
| Agree a website development plan with BTLS   | 28-Mar-2020   |           |  |        |   |

Progress as at the end of Q2 (September 2019)


| Title   | Engage businesses and communities to enhance and promote Ormskirk and the wider West Lancashire visitor economy | Service   | Development & Regeneration Services   | Status |  |
|---|---|-----------|---|--------|---|
| Outcome   | Ensure the economic and social viability of the Ormskirk and wider West Lancashire visitor economy              |           |   |        |   |
| Milestones  | Due Date  | Completed | Milestone Note  |        |   |
| Continue the promotion of Ormskirk and the wider West Lancashire area using all platforms including digital and the sale of products/souvenirs utilising the Ormskirk branding. | 31-Mar-2020   |           | Promotion ongoing via social media and Discover Ormskirk website. Facebook engagement is very positive. Branded bags have been ordered and other products are in progress.  |        |   |
| Continue to facilitate the Ormskirk Town Centre Management Group and ensure key partners are working together to deliver the actions contained within the strategy.             | 31-Mar-2020   |           | Management Group meetings held on 30 April and 30 July 2019   |        |   |
| Continue to work with and support businesses in OTC and the wider area  | 31-Mar-2020   |           | Officers attend Ormskirk Business Action and Town Centre Management Group meetings. Continue to promote the area online. Town Centre Stakeholder 'experiential' event held in April. Workshops offered to businesses.   |        |   |
| Deliver public realm and other physical improvements within Ormskirk town centre to improve the appearance and functionality of the town.                                       | 31-Mar-2020   |           | Scheme for Moor Street and Wheatsheaf Walks designed. Public consultation took place on these proposals in August 2019. Results of consultation exercise being considered before works tendered.  |        |   |
| Ensure engagement with wider strategic partners to promote and raise the profile of the West Lancashire visitor economy.  | 31-Mar-2020   |           | Engagement with Marketing Lancs and Visit Liverpool has been positive. Staff attended the Group Leisure and Travel show in partnership with certain other Lancs districts to promote visitors to the area.  |        |   |
| Facilitate the delivery of events to animate Ormskirk town centre and the wider West Lancashire area.   | 31-Mar-2020   |           | <ul style="list-style-type: none"> <li>• Motorfest successfully delivered in August with record crowds - Ormskirk's highest ever recorded footfall</li> <li>• Gingerbread Festival successfully delivered - assistance to Ormskirk Community Partnership provided by Council staff.</li> <li>• Series of Night Markets in Ormskirk delivered, with some assistance provided by WLBC</li> <li>• Planning for Ormskirk Christmas event well advanced</li> <li>• Green Fayre at Beacon Country Park delivered by Rangers.</li> <li>• 'Sharing' of other events done via social media and Discover Ormskirk website and via Visit Liverpool.</li> </ul> |        |   |

| Title   | Engage with Liverpool City Region and Lancashire Authorities   | Service   | Development & Regeneration Services  | Status |  |
|---|--|-----------|--|--------|---|
| Outcome   | Better engagement and partnership working with Liverpool City Region and Lancashire Authorities<br>Assist West Lancashire's profile and ambitions within the wider regional agenda |           |  |        |   |
| Milestones  | Due Date   | Completed | Milestone Note   |        |   |
| Attend Greater Lancashire Plan meetings               | 31-Mar-2020  |           | Initial meeting held in May 2019. Next meeting held in October 2019 and future regular series of meetings established. |        |   |
| Attend Lancashire Economic Development (LED) meetings | 31-Mar-2020  |           | Regular meetings held and attended by officers. Next meeting due   |        |   |

Progress as at the end of Q2 (September 2019)



|                       |             |  |  |
|-----------------------|-------------|--|--|
|                       |             |  | November 2019  |
| Attend LEDOG meetings | 31-Mar-2020 |  | LEDOG Meetings attended in April, June, July, September. |

| Title  | Enhancing and promoting Skelmersdale and the wider West Lancashire Business Economy                      |             | Service   | Development & Regeneration Services  | Status |  |
|--|--|-------------|-----------|--|--------|---|
| Outcome  | Ensure the long term economic viability of Skelmersdale and improve its appeal as a place to do business |             |           |  |        |   |
| Milestones   |  | Due Date    | Completed | Milestone Note   |        |   |
| Investigate new ways to promote the region as a great place to do business |  | 01-Oct-2019 | Yes       | Work is on-going. To date the following actions have been addressed: Re-fresh the Skelmersdale website; Advertorial in Champion newspaper; Currently looking at google ad words; Linked In adverts; Features in the Let's Talk Business newsletter |        |   |
| Deliver 4 Skelmersdale Ambassador Network events                           |  | 31-Mar-2020 |           | Event held on 15 May involving John Prescott. Further event planned for late November  |        |   |
| Support and attend 4 Skelmersdale Place Board meetings                     |  | 31-Mar-2020 |           | Place board meetings already held in May, July and September 2019.   |        |   |
| Work with businesses and partners in the promotion of Skelmersdale         |  | 31-Mar-2020 |           | Work is on going   |        |   |

Progress as at the end of Q2 (September 2019)