



CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY

MEMBERS UPDATE 2020/21
Issue: 2

Article of: Corporate Director of Transformation and Resources

Contact for further information: Mrs J Denning (Extn. 5384)
(E-mail: jacky.denning@westlancs.gov.uk)

SUBJECT: CORPORATE DELIVERY PLAN 2019/20: PROGRESS REPORT

Wards affected: Borough wide

1.0 PURPOSE OF ARTICLE

- 1.1 To provide an update on the progress made towards implementing key Council actions identified in the Council Plan during 2019/20.

3.0 BACKGROUND

- 3.1 In April 2019, the Council formally adopted a Council Plan 2019/20-2020/21 with a vision, set of values and priorities together with key projects. It was agreed that progress against key actions would be provided through six-month Members Update reports and a full Annual Report to Council. An Annual Report is currently being prepared and will be submitted for Council in July 2020.
- 3.1 The progress report on the delivery plan as at the end of 2019/20 is attached at Appendix A.

4.0 CURRENT POSITION

- 4.1 The Appendix summarises the good progress that has been made across the plan. Explanations have been provided as appropriate in those areas where progress has not been as planned and in particular where progress is dependent on third parties. Many of the actions have been the subject of detailed individual reports to committees.
- 4.2 It should be noted that the report in Appendix A provides information correct as at the end of March 2020 and work continues on many of the Plan actions.
- 4.3 To ensure that the Council maintains progress against its corporate priorities, it is essential that a strategic plan is in place and is monitored. Given the established

procedures of the delivery plan process, progress against the plan is provided by six-month reports through Members Updates and a full Annual Report to Council.

- 4.4 A new Council Plan for 2020/21 has been developed which reflects the strategic ambitions of Cabinet. The draft Plan builds on the success of the previous Council Plan and recognises the potential of the Council to influence and directly realise significant change and improvement across the Borough. The draft Plan will undergo stakeholder consultation and the consultation feedback used to refine the final Council Plan to be brought back to Full Council. The current Council Plan will remain in place until the intended adoption of the new Council Plan in October 2020.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The priorities and key projects set out in Appendix A should contribute to the sustainability of services and the borough as a whole.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 There are no significant financial or resource implications arising from this report.

7.0 RISK ASSESSMENT

- 7.1 It is essential to the effective management of the Council that sufficient time and consideration is given to the council planning process. Having a clear plan allows attention and resources to be effectively focused on achieving the Council's priorities and strong and effective performance management arrangements are in place to support this. The actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant operational risk registers.

8.0 HEALTH AND WELLBEING IMPLICATIONS

- 8.1 There are no health and wellbeing implications arising from this report.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.




Equality Impact Assessment

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.








Appendices


Appendix A: Corporate Delivery Plan Monitoring Report 2019/20

APPENDIX 1: Corporate Delivery Plan Monitoring Report (Q4 2019/2020)


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


Priority: Deliver Tangible and Visible Improvements

| Priority Summary | Status |
|---|---|
| West Lancashire 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 | West Lancashire Local Plan 2023-2038 | Service | Growth & Development | Status |  |
|---|---|---------|---|--------|---|
| Outcome | Fulfil national planning legislation and ensures sufficient land is made available for new development to meet housing, employment and infrastructure requirements. | | | | |
| Action Note | | | | | |
| Publish new Local Development Scheme | 20-Jan-2020 | Yes | The previous Local Plan review process was superseded | | |
| Cabinet Approval of Regulation 18 Consultation | 30-Sep-2020 | | | | |
| Regulation 18 consultation complete | 24-Dec-2020 | | | | |
| Cabinet Approval of Pre-Submission version of Local Plan for Publication (Regulation 19) Consultation | 30-Sep-2021 | | | | |
| Council Approval of Local Plan for Submission for Examination (and subsequent submission to PINS) | 28-Feb-2022 | | | | |
| Adoption by Council | 31-Mar-2023 | | | | |


Progress as at the end of Q4 (March 2020)

| | | | | | |
|--|--|------------------|--|---------------|---|
| Title | Leisure Procurement and Facility Improvement | Service | Wellbeing & Leisure | Status |  |
| Outcome | 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 | Yes | Report for Cabinet and Council produced for October meeting. | | |
| Completion of site surveys | 01-Jul-2019 | Yes | All initial site surveys now completed | | |
| Production of tender documentation | 31-Aug-2020 | | | | |
| Issue of Invitation to submit detailed solutions (ISDS) | 30-Sep-2020 | | | | |
| Award of Contract | 30-Oct-2021 | | | | |
| Note | Timescales reflect position as at end of March 2020. | | | | |


| | | | | | |
|---|---|------------------|---|---------------|---|
| Title | Skelmersdale Town Centre Regeneration | Service | Growth & Development | 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 | Funding agreement (DFA) delayed due to awaiting final planning approval (granted 13 May 2020) and consideration of issues arising from the COVID19 outbreak. Signing of the DFA expected by end May 2020. Land transfer completed from Homes England by end March 2020. | | |
| Complete Supplemental Legal Agreement | 01-May-2019 | Yes | | | |
| Discussion with LCP re: possible Phase 2 | 31-Aug-2019 | Yes | | | |
| Start on site | 30-Sep-2019 | Yes | Start on site made on 20 January with tree Clearance works. Utility diversion works also undertaken April/May 2020. Main contract start delayed due to delay in signing of Development Funding Agreement. | | |
| Consideration given to any proposals put forward by LCP for Phase 2 | 31-Dec-2019 | Yes | Discussions taken place, but any further discussion delayed due to Covid-19 outbreak. | | |


Progress as at the end of Q4 (March 2020)

| | | | | | |
|---|---|------------------|--|---------------|--|
| Title | Establishing a Development Company (Tawd Valley Developments Ltd) | Service | Transformation & Resources | 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 initial officer appointments in February 2019. Two independent Directors were appointed in July 2019 following a recruitment exercise. Following SORP, officer appointments were re-confirmed as Director of Transformation & Resources, and the Head of Finance, Procurement and Commercial Property | | |
| Submit sites included in Phase 1 of the Business Plan for Planning Permission | 31-Jul-2019 | Yes | Two of the four phase 1 sites have planning approval with the remaining two scheduled to go to April Planning Committee meeting | | |
| Agree and execute the legal and financial documents | 31-Oct-2019 | Yes | Legal & Financial documents prepared and executed. | | |
| Tender Building Works and Appoint Contractor | 31-Dec-2019 | Yes | Procurement exercise complete and contractor appointed | | |
| Secure phase 2 sites | 31-Mar-2020 | Yes | A number of sites have been identified for inclusion for phase 2. These will undertake further appraisal and due diligence. | | |
| Start on Site – Phase 1 | 30-Jul-2020 | | Start on site delayed due to delays obtaining planning approvals. Start date on site revised to expected June/July 2020. Carried forward to 2020/21 plan. | | |

| | | | | | |
|----------------------------------|--|------------------|--|---------------|---|
| Title | Creating the Moor Street Gateway | Service | Growth & Development 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 linking this to Edge Hill Cycle Link. Draft scheme will be developed for September 2020 for consultation. | | |
| Start on site | 31-Mar-2020 | No | There will be no start on site this year as the developer had to withdraw the scheme. Alternative proposals being discussed as part of the Heritage Action Zone bid process | | |





Progress as at the end of Q4 (March 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 | Yes | Implementation date Tuesday 12 November | | |


| | | | | | |
|--|--|------------------|--|---------------|---|
| Title | Implementing the new Clean & Green Service | Service | Environmental 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 | No | Work was nearly ready to go live but due to COVID response ICT resource was reassigned to vulnerable communities workstream and distribution of remote working solutions. Work is being picked back up and will be completed in the near future. | | |
| Report quarterly performance against service standards and review future standards | 31-Mar-2020 | No | | | |

Progress as at the end of Q4 (March 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 | Delivering the Master Plan for Tawd Valley | Service | Wellbeing and Leisure 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 | Completed January 2020 | | |
| 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 | Yes | Environment Agency funding bid decision still pending as at end of March. | | |
| Produce specifications for Phase 2 of Northern Zone | 31-Mar-2020 | Yes | Phase 2 specifications produced and installation contractor procured. | | |

| Title | Asset Transfer of Leisure Facilities in North Meols | Service | Wellbeing and Leisure 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 involving the Parish Council shadowing Serco from 2019/2020. The Parish Council was then due to take over the lease from April 2020; this has now been delayed due to the impacts of COVID-19 and final handover will therefore be extended and the action will continue into 2020. | | |

Progress as at the end of Q4 (March 2020)





| | | | | | |
|--|--|------------------|---|---------------|---|
| Title | Delivering Digital Inclusion Initiatives | Service | Corporate & Customer Services | 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 | Yes | Sessions took place during October and November 19. | | |
| Support Get Online Week 14-19 October 2019 | 31-Oct-2019 | Yes | Delivered successful Get Online Week campaign including two external events in Up Holland and Burscough, engaging with residents about getting online. | | |
| Deliver digital skills training using Learn My Way to Elected Members | 01-Nov-2019 | Yes | 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 | Yes | Staff "lunch and learn" sessions held on Digital Inclusion project and Learn My Way. | | |
| Work with CVS on 12 month partnership Digital Inclusion project, Buzz IT | 31-Mar-2020 | Yes | Quarter four and final project report received, detailing engagement data and project progression. Work has included Get Online Week and National Libraries Week initiatives ; digital support and engagement with community groups and local organisations; sharing of Digital Champions & Planning toolkit for use in local centres, libraries, charities etc. to ensure sustainability after 12 month programme ends. The report has also highlighted key areas for future development for Digital Inclusions in West Lancs. | | |


Progress as at the end of Q4 (March 2020)

| | | | | | |
|---|---|------------------|---|---------------|---|
| Title | Implementing the Health and Wellbeing Strategy | Service | Wellbeing and Leisure 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 December 2019 | 30-Sep-2019 | Yes | Project extended and funding in place until December 2021. | | |
| Establish a Health in All policies framework for the Council | 31-Dec-2019 | Yes | Health implications introduced to all council reports | | |
| Investigate proposals for the extension of the Active West Lancs project from March 2020 | 31-Dec-2019 | Yes | LCC funding available. Further progression discussions delayed due to Coronavirus. | | |
| Annual review of the effectiveness of the Health and Wellbeing Strategy | 31-Dec-2019 | Yes | | | |
| Continue a schedule of training, talks and workshops to increase local skills and knowledge on a wide range of health issues. | 31-Mar-2020 | Yes | Schedule of talks and training continuing through Health promotions Officer | | |
| Develop a Health and Wellbeing Service Directory | 31-Mar-2020 | Yes | A new directory of health and wellbeing support networks and services funded by Lancashire PCC has launched called Our Lancashire. Steps to develop a platform to raise awareness across West Lancs will resume following Covid-19. | | |
| Introduce workforce wellbeing initiatives including corporate fitness improvement | 31-Mar-2020 | Yes | 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 | Yes | An internal workplace wellbeing steering group will review the programme produced | | |
| Work with key partners (CCG/GP federation) regarding the establishment of the Integrated Community Partnership (ICP) | 31-Mar-2020 | Yes | | | |


Progress as at the end of Q4 (March 2020)

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 | Status |
|--|---|---------------------------------|--|
| | | Corporate and Customer Services |  |
| 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> (https://www.stayintheknow.co.uk) 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 | Yes | |
| Boost Social Media followers by 5% each quarter | 28-Feb-2020 | Yes | Each quarter was increased by more than 5% on previous quarter.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 | Yes | This will be carried over into next year when building new website |
| To start the review of the web platform and the implications of using Service Now and a Knowledge article based website | 20-Mar-2020 | Yes | Awaiting next stage of web development |
| Agree a website development plan with BTLS | 28-Mar-2020 | Yes | |

Progress as at the end of Q4 (March 2020)

| | | | | | | |
|---|--|------------------|--|-------------------------------|---------------|--|
| Title | Engage businesses and communities to enhance and promote Ormskirk and the wider West Lancashire visitor economy | | Service | Corporate & Customer 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 | No | Promotion ongoing via social media and Discover Ormskirk website. Facebook engagement is very positive. Branded bags sold at the Christmas event; further work to be done around distance selling regulations. Initial investigations into Group Travel and filming in the area were postponed at the end of March due to COVID. | | | |
| 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 | Yes | Management Group meetings held in April, July and January. | | | |
| Continue to work with and support businesses in OTC and the wider area | 31-Mar-2020 | Yes | Town Centre Stakeholder 'experiential' event held in April. Visual Merchandise workshop offered in October. The end of the year saw the team paying out the small business grants to businesses across West Lancashire. | | | |
| Deliver public realm and other physical improvements within Ormskirk town centre to improve the appearance and functionality of the town. | 31-Mar-2020 | No | <p>Ormskirk bus - rail stations path was upgraded to a shared use footpath/cycleway. Formal opening delayed due to lighting heads held in transit due to COVID 19.</p> <p>Moor Street and Wheatsheaf Walk schemes were slightly amended following public consultation feedback. Both schemes were delayed following inclusion within a successful Heritage Action Zone bid (announced March 2020) to help pull in additional external funding for the town centre.</p> <p>Following the COVID 19 shutdowns we will look to deliver these schemes sensitively at a time that reduces the disruption and impacts on businesses/retailers trading and supports the Councils efforts rejuvenate the town centre. Timescales cannot be confirmed at this point, however to avoid disruption at Christmas, potentially January 2021 when the town centre is normally quieter and some shop keepers/market traders take holidays.</p> | | | |
| Ensure engagement with wider strategic partners to promote and raise the profile of the West Lancashire visitor economy. | 31-Mar-2020 | Yes | Attend, Marketing Lancashire, Marketing Liverpool and district tourism officers meetings throughout the year. Also attended event at Greater Manchester Combined authority re crowdfunding. | | | |
| Facilitate the delivery of events to animate Ormskirk town centre and the wider West Lancashire area. | 31-Mar-2020 | Yes | <ul style="list-style-type: none"> • Motorfest successfully delivered in August with record crowds - Ormskirk's highest ever recorded footfall • Gingerbread Festival successfully delivered - assistance to Ormskirk Community Partnership provided by Council staff. • Series of Night Markets in Ormskirk delivered, with some assistance provided by WLBC • Successful Ormskirk Christmas event • Green Fayre at Beacon Country Park delivered by Rangers. | | | |

Progress as at the end of Q4 (March 2020)

| | | | | | |
|---|--|------------------|-------------------------------|---------------|---|
| Title | Engage with Liverpool City Region and Lancashire Authorities | Service | Growth & Development Services | Status |  |
| Outcome | Better engagement and partnership working with Liverpool City Region and Lancashire Authorities 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 | Yes | | | |
| Attend Lancashire Economic Development (LED) meetings | 31-Mar-2020 | Yes | | | |
| Attend LEDOG meetings | 31-Mar-2020 | Yes | | | |

| | | | | | |
|--|--|------------------|---|---------------|---|
| Title | Enhancing and promoting Skelmersdale and the wider West Lancashire Business Economy | Service | Corporate & Customer 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. Actions included: 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 | No | Three events were held | | |
| Support and attend 4 Skelmersdale Place Board meetings | 31-Mar-2020 | Yes | | | |
| Work with businesses and partners in the promotion of Skelmersdale | 31-Mar-2020 | Yes | New Place Plan agreed at January Place Board | | |

Progress as at the end of Q4 (March 2020)